Role of Corporate Visual Identity in Building Brand Personality: Mediating Role of Brand Communication and Moderating Role of Brand Equity

By

Rauza

NATIONAL UNIVERSITY OF MODERN LANGUAGES ISLAMABAD

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Submitted By: Rauza   **Registration #: 458-PhD/MS/F13**

Name of Student

DOCTOR OF PHILOSOPHY

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Management Sciences

Name of Discipline

Prof. Dr. Naveed Akhtar

Name of Research Supervisor   Signature of Research Supervisor

Dr. Saman Attiq

Name of Research Co-Supervisor   Signature of Research Co-Supervisor

Dr. Faid Gul

Name of HOD (MS)   Signature of HOD (FMS)

Prof. Dr. Naveed Akhtar

Name of Dean (FMS)   Signature of DEAN (FMS)

Major. Gen (R) Muhammad Jaffar HI(M)

Name of Rector   Signature of Rector

Date

CANDIDATE DECLARATION FORM

I, <u>Rauza</u>
Daughter of <u>Abdul Waheed</u>

Registration # 458-PhD/MS/F13

Discipline   <u>PhD Management Sciences</u>

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DEDICATION

I dedicate this thesis to my beloved parents

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ABSTRACT

Topic: Role of Corporate Visual Identity in Building Brand Personality: Mediating Role of Brand Communication and Moderating Role of Brand Equity.

The brand personality concept has been the area of interest for various researchers, practitioners and academicians for decades. Companies differentiate themselves based on how they are perceived by the customers, and that is why they are very much apprehensive about their image. The primary purpose of the study is to determine the role of corporate visual identity in developing brand personality considering the mediating role of brand communication. The study focuses on the moderating role of brand equity on the relationship between brand communication and brand personality in the telecom industry of Pakistan. Based on the available literature on the variables specified in the proposed theoretical model, five hypotheses are developed. A quantitative approach is used in the study. The population of the study is the users of cellular service providers of Pakistan. The data is collected from 1536 users of cellular service providers of Pakistan. Stratified probability sampling technique is used for data collection. A pilot study was conducted to check the consistency of the research instrument. Reliability and validity analysis were conducted before proceeding with a detailed analysis of the study. SEM multivariate analysis technique is used. Research findings reveal that corporate visual identity has a significant positive relationship with brand communication and brand communication further has a significant positive relationship with brand personality. Findings of the study also reveal that brand communication significantly mediates the relationship between corporate visual identity and brand personality. In addition, brand equity significantly moderates the relationship between brand communication and brand personality. This research study increases the body of literature and fills the academic gap. This study will help marketers and practitioners in devising their marketing strategies. Contribution of the study, research study limitations and future research areas are also discussed in detail.

Key Words: *Corporate visual identity, Brand personality, Brand equity, Brand communication*

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LIST OF ABBREVIATIONS

CVI   :   Corporate Visual Identity

BP   :   Brand Personality

BE   :   Brand Equity

BC   :   Brand Communication

PTA   :   Pakistan Telecom Authority

CHAPTER 1

INTRODUCTION

1.1   Background of the Study

It has become an arduous task to capture the consumer's attention in an extremely saturated market where there is a continuous introduction of new products and services. To make one product unique from other products and to create an influence on the behavior of consumer, branding plays a very crucial role and can surely act as a significant asset in a company (Kotler, Keller, Brady, Goodman, & Hansen, 2016).

In today's highly competitive world, companies are using non-consistent branding strategies because they do not want to lose their market share (Kotler & Keller, 1996). To build strong saturated brands, differentiation is the dominant element in brand management. In markets where there is an abundance of offerings, a brand personality is an essential tool for developing strong customer relationships as well as an imperative tool for successful positioning (Noftle & Shaver, 2006). The way the successful persons influence and attract other individuals, brands should also be made attractive and distinctive through its personality so that it becomes the consumer's buying preference (Aaker, 2004; Niros & Pollalis, 2017).

In the telecom industry of Pakistan, there had been a remarkable change since this industry is progressively growing in terms of competition (Leisen & Vance, 2001). There had been a considerable growth stimulated in extremely competitive cellular telecom service providers in the previous two decades (Svendsen & Prebensen, 2013). Corporate branding strategies are followed by many telecom services providing companies around

the globe. Many mobile telecom connections are purchased by the customers because of CVI (Corporate Visual Identity) elements, and heavy promotion is done of these elements. This is how customers get persuaded to buy a particular product. Usually, there is a promotion of a company's brand name, brand logo, brand color etc. more than the mobile packages and services provided by the brands. It is also observed that when a company wants to emphasize any specific feature of a brand or a package provided by the cellular telecom operator, companies promote CVI elements. The significance of branding has been realized by companies having powerful brands. These brands have distinctive visual identities and people around the world recognize these brands through these identities (The World's Most Valuable Brands, 2017).

The primary maintenance tool for telecom brands management is to achieve competitive advantage through capturing the highest number of subscriber base, and this is achieved through a brand personality which creates an image of a brand. One of the antecedents of brand personality is corporate visual identity (Aydin & Ozer, 2005). Differentiated brand personalities are created and perceived by the customers by using brand communication tools like contacting a salesperson or through advertising messages (Le & Chevalier, 2012).

The reason why and how a product is used by the consumer, what kind of consumer, when and where is shown by marketing communication? Consumers get to know about whom the product has been made for and what the company stands for through brand communication. Brands are linked to various other things, experiences, events, people, feelings, brands and places through marketing communication. Brand communication creates brand equity through developing the image of the brand and by setting up a brand in the

customer's memory. This, in turn, affects the market share by increasing sales (Luo & Donthu 2006).

The organizations are committed to creating unique and attractive personalities of the brands so that the competitiveness can be maintained in a rapidly developing telecom market. A gap has been addressed by this study in the existing knowledge of the antecedent of brand personality, i.e. corporate visual identity and the mediating role played by brand communication. Cellular telecom service providing companies must enlarger their customer base by holding their present customers and attracting the prospective customers so that they can get the sustainability in terms of market share, profits and revenues and hence achieve the competitive advantage through unique and attractive brand personalities (Malhotra & Kubowicz Malhotra, 2013).

1.2 Growth of Services Industry in Pakistan

The services industry is the largest and fastest-growing industry in the world economy, contributing the largest share in total output and employment in most developed countries. It is the primary and rapidly growing industry of the global economy. The growth of the services industry in Pakistan has been steady; and the sector's contribution to national exchequer is larger than those of the industrial and agriculture industry (Rahman 2017). Economic Survey of Pakistan 2018-2019 indicated that services sector posted a growth of 4.71%. Whereas, the contribution of service industry has grown from 37.2 percent of GDP in 1980-81 to 61.52 percent of GDP in 2018-19. Hence, services have a very significant role in contributing more to the GDP of Pakistan.

1.3 Telecom Industry of Pakistan- An Overview

During the last decade, the telecommunication industry worldwide has remained exceptional because of the ever-growing smart cell phone usage as well as technological advancements. In precisely the same way, Pakistan telecom cellular service providing companies have developed because of healthy competition, constructive and encouraging policies and trade and investment liberalization. Pakistan Telecommunication Company Limited (PTCL) was deregulated and privatized in 1997which increased subscriber base; and network coverage of cellular industry also expanded. The telecom industry of Pakistan is also supported by the Government of Pakistan in terms of tax relief, reduces regulatory charges on import of mobile handsets and import duty. According to Business Monitor International (BMI), Pakistan was positioned as the most capable country in terms of the growth of telecom during the period 2005-2008 (Key Telecom Growth Market, 2006). This perception is justified and supported by the enormous investment done by some thriving giants of telecom like China mobile, Orascom, Singtel, Telenor and Etisalat. Fast-paced advancement in telecom technologies has changed personal communication lifecycle. Now the concept of using a utility on any device, anywhere by any network is rising (Imtiaz, Khan, & Shakir, 2015).

1.4 Teledensity in Pakistan

There has been a vivid improvement in the teledensity in Pakistan. The table 1.1 below clearly shows the teledensity in Pakistan for the last 13 years. In the year 2013-14, the total teledensity has reached its peak. There is a decline in the following year, which is again increasing gradually from the year 2014-15. Similarly, the teledensity of cellular phones is

going at an increasing rate up till the year 2013-14. However, there is a decline in the very next year and has started increasing from the year 2014-15. The teledensity of all three, i.e. fixed, wireless and cellular phones have reached 76.5 in the year 2018-19 (PTA 2018-19).

Table 1.1: Teledensity of Fixed, Wireless and Cellular

year	Fixed and Wireless (%)	Cellular (%)	Total (%)
2006-07	1.08	39.94	44.06
2007-08	1.4	54.6	58.9
2008-09	1.6	58.2	62
2009-10	1.6	60.4	60.4
2010-11	1.7	64.8	64.8
2011-12	1.8	68.5	68.5
2012-13	1.8	71.4	71.4
2013-14	1.69	76.46	76.4
2014-15	1.7	62.4	60.7
2015-16	1.69	70.8	69.1
2016-17	1.5	72.3	70.8
2017-18	1.3	73.6	72.3
2018-19	1.3	77.8	76.5

1.5   Foreign Direct Investment (FDI) in Pakistan

During the previous five years, the Telecom industry of Pakistan has gained around $2.6 billion Foreign Direct Investment (FDI). Telecom sector has emerged among the major FDI attracting sector in Pakistan In terms of contribution to FDI, the telecom industry of Pakistan is

a third-largest contributor according to State Bank of Pakistan in the year 2018-19. There is a drastic increase in FDI in the year 2014-15, which is 254 million.

In the next fiscal year, the FDI is decreased and is almost consistent in the following years till 2018 and has increased to 260 million in the year 2018-19 (PTA, 2018-29).

Table 1.2: Foreign Direct Investment in Telecom Industry

Year	Foreign Direct Investment (%)
2012-13	14.4 million
2013-14	38.9 million
2014-15	254 million
2015-16	174.5 million
2016-17	177.2 million
2017-18	175 million
2018-19	260 million

State bank of Pakistan 2019

1.6   Revenues of Telecom industry

One of the sources for generating revenue for the cell phone operators is the commercial launch of 3G and 4G LTE services which introduced new opportunities. Although the year 2018 had been a challenging year for Pakistan economy, even then the telecom industry of Pakistan has shown improvements in revenue during the year 2018. Telecom industry stood tall with total revenues of Rs. 488.8 billion during the year 2017-18. During the year 2018-19, telecom industry revenues are increased and are estimated to be Rs.552 billion.

Table 1.3: Revenues of the Telecom Industry

Year	Rupees in Billion
2014-15	442.20
2015-16	45.70
2016-17	470.1
2017-18	488.8
2018-19	552.0

Source: Adapted from Economic Survey 2018-2019

1.7 Telecom Industry's Share in Gross Domestic Product (GDP)

A global digital platform is developed by the mobile ecosystem, which is continuously connecting everything and each person. Globally the subscriber base is reaching around 5 billion quite soon. 4.4% of GDP was generated by mobile services and technologies in 2016. This is almost equal to the economic value of $3.3 trillion. The Telecom industry contributes around 5.4% GDP, to the economy, according to a research report presented by GSMA, an international trade body of mobile network operators (GSMA report, 2019).

1.8 Cellular Mobile Telecom Operators in Pakistan

The cellular mobile industry of Pakistan is one of the most competitive and exciting industries of the telecom industry. At present, there are four cellular mobile operators in the market. Out of all these four cellular service provider companies, Mobilink is the top-ranked cellular service provider with 36.92% subscriber share. It is the Pakistani unit of Egypt based telecommunication company Orascom Telecom. They have further sold it to Vimpelcom Group, a Russian Company. In 2017, Mobilink changed its brand name to Jazz after merging

with Warid. Warid was owned by the Abu Dhabi Group of UAE and sister of Wateen group. Telenor owns 29.0% subscriber shares. It is a Norwegian based company; its stock is listed in Oslo stock market (TEL) and US (TELNY.PK). CMPak/Zong owns 20.56% market subscribers. It was launched with the most aggressive and successful campaign in Pakistan. Ufone has 13.52% of market shares. It is a wholly-owned subsidiary of PTCL (Pakistan Telecommunication Company Limited). Now it is under the control of a UAE group named Etisalat (PTA Annual Report, 2019).

Table 1.4: Cellular Mobile Subscribers

Years	PMCL (Jazz)	PTML (Ufone)	CMPak (Zong)	Telenor	Warid	Total
2013-14	38,768,346	24,352,717	27,197,048	36,571,820	13,084,823	139974,754
2014-15	33,424,268	17,809,315	22,102,968	31,491,263	9,830,620	114,658,434
2015-16	39,118,521	19,833,670	25,251,329	38,020,771	11,017,174	133,241,465
2016-17	52,470,638	18,084,677	28,084,677	40,804,820	-	139,758,116
2017-18	55,469,118	20,314,686	30,890,633	43,564,216	-	150,238,653
2018-19	59,470,721	22,616,449	34,713,311	44,221,147	-	161,021,628

Note: Warid merged with PMCL (Mobilink) with new name PMCL (Jazz)

1.9   Problem Statement

There is a continuous competition developing in the Telecom industry with a momentous growth experienced by this highly competitive industry (Svendsen & Prebensen, 2013). Corporate visual strategies are followed by most of the companies from the telecommunication industry. Strong customer relationships can be created through brand

building. Through these strong customer-brand relationships, competitive advantage can be created (Keller, 2009). Marketing activities are carried out to develop and manage brand personality because brand personality is an essential element of building brands. For companies, brand value is considered as an essential factor as well as it is of equal importance in scholarly research. Based on this, competitive advantage can be gained by marketers over the other brands (Keller, Parameswaran & Jacob 2011).

Consumers create a brand image which is formed through factors like brand name, packaging, advertising, pricing, sales, promotion, customer satisfaction, and many others. Thus, brand personality is developed through all these elements. Consumers visualize the brands as living beings and relate some characteristics of the personality with the brands. If consumers consider the brands as human beings and assign them the personalities that we give to our colleagues, family and friends, then marketers must understand what personality characteristics a brand possess for the customers. If, for example, a negative personality is given by the consumer to a brand, the brand will be regarded as unfriendly or cold. As a result, it will be less likely that the consumers will buy the brand- a scenario is least wanted by the organizations.

In contrast, if a brand is perceived by the consumers as reliable and secure, consumers will be convinced to buy from its manufacturing or marketing organization. And this is what all the companies wish for. Consumers are very considerate about the brand's symbolic meanings. It is commonly believed that the information which is communicated by the brands is beyond functional product utility and hence creates an image in terms of the personality of a brand. Companies try to show these personalities through brand communication. Marketers need to consider and adequately understand the consumer's

perception regarding the symbolic meaning of the brands that they developed through advertisements. This will improve their company's value as well as help the companies to achieve competitive advantage (Rojas-Mendez, Erenchun-Podlech,& Silva-Olave, 2004).

Due to highly competitive and saturated market of cellular service providing companies in Pakistan, the companies are focusing on retaining their customers and on making the customers switch towards their brands. From the scenario as mentioned above, it is evident that brand personality is an attribute that is too important to ignore. In organizations, different strategies are applied by the managers to achieve the objective of making an attractive brand personality. Hence, the main objective of the study is to assists the management in the telecom industry of Pakistan so that they can achieve a competitive advantage.

1.10 Research Gap

Background of the research study implies that how brand personalities are communicated through corporate visual identity elements tells how a consumer values the company and how they perceive about it. A stream of literature emphasizes that corporate visual identity elements augment the image and positioning of a brand, it creates the need to empirically analyze the relationship between CVI (brand name, brand logo and brand color) and brand personality while keeping the brand communication construct as a mediator. No study in Pakistan has been carried out to empirically analyze the impact of CVI elements on brand personality traits with a mediating role of brand communication.

The moderating role of brand equity dimensions on the relationships of brand communication and brand personality has not been investigated yet. Moreover, very few

studies in Pakistan have empirically determined the role of corporate visual identity in building brand communication. Furthermore, very few studies in Pakistan have been conducted that have empirically determined the role of brand communication in building brand personality so that the present study will add up in the body of literature.

According to Jabbar (2014), corporate visual identity (CVI) elements have a positive and significant influence on the development of brand personality. The research included only two variables, i.e. CVI elements (brand name, brand logo, brand color) and brand personality. It was recommended that future research could be conducted by taking brand communication as an intermediate variable so to pursue further investigation into the relationship between corporate visual identity and brand personality with an intermediate variable of brand communication.

Differentiated brand personality traits are produced, shaped and perceived by advertisements or personal selling, which are the tools of brand communication (Le et al., 2012). Gyambrah & Sherry (2017) stated that corporate visual identity elements help in achieving communication effects, and this further reinforce brand positioning. Similarly, studies have been done on brand communication (Schivinski & Dabrowski, 2013; Baeva, 2011; Apaydin, 2011) but not in the perspective of mediating variable between corporate visual identity and brand personality. The present study has created value in the literature by adding brand communication as a mediator. Previously, the impact of corporate visual identity has been measured in creating a corporate image and corporate reputation (Silva-Rojas & Roast, 2006).

Similarly, Bosch, Jong & Elving,(2005) indicated the impact that CVI elements have in influencing the brand reputation. Corporate visual identity is less studied with the context

of brand communication, but it does not mean that it has a diminishing role in an organizational setup. Corporate visual identity elements have instrumental worth in building positive brand perception in the consumer's mind. Jabbar (2014) argued that a more comprehensive study on this particular industry should be conducted since the brand associations of consumers are changed by different product category. The current study covers an essential gap in the literature in a specific organizational context, and it is the first to examine brand communication as a mediator between corporate visual identity and brand personality.

Literature shows that there have been few studies done considering brand equity as a moderator between brand communication and brand personality. Researchers like (Domazet, 2015; Sawant, 2012; Yoo & Donthu, 2001) argued that there is a positive relationship between brand communication and brand equity. Studies like Lin (2010) concluded that there is a positive impact of brand equity on brand personality. Since limited studies have been conducted on this relationship, this study is the first to examine the brand equity as a moderator between brand personality and brand communication.

Brand communication is a strategic business process which helps in contributing the brand value creation, which enhances the brand personality (Schultz, 2004). Several systematic research on various tactical and strategic features of brand communication has been continuously increasing. Efficient and successful brand communication is widely accepted to have a critical role in the creation of brand image and brand awareness, i.e. brand equity. For many organizations, one of a precious and essential source to gain competitive advantage is brand equity (Keller 2016). Since many organizations and brands know the significance of brand equity, they spend on a substantial amount of resources to

build up strategies to construct a bridge between brand communication, personality and brand visual identity.

For Duncan and Moriarty (1998) and Duncan (2002), the enabling factor which develops a linkage between consumers' positive response and organizations efforts is brand communication. The level of strength of the brand equity of a firm depends upon the integration of the marketing program and brand identities. For maintaining and developing brand equity, successful brand strategies are built for brand communication Keller (1993).

Scholars and practitioners had been showing an improved and increased attention in branding; that's why it is proving itself to have great importance. Since there lie some ambiguities regarding the concept of branding, researchers found it as an incredible opportunity to put in some contribution by bringing clarity in branding discipline (Keller, 2016). Thus, the scope of the study includes the analysis of brand personality from the perspective of Corporate Visual Identity (CVI) and the impact of CVI on Brand Personality through brand communication and brand equity. Corporate visual identity furnishes the idea of the full personality of a brand, which is reflected and influenced by brand equity and brand communication.

1.11 Research Questions

To achieve the objectives stated above, the investigation intends to address the following research questions.

Q1. To what extent are the corporate visual identity elements related to brand communication in the telecom industry of Pakistan?

Q2. Does brand communication mediate the relationship of corporate visual identity and brand personality in the telecom industry of Pakistan?

Q3. Does brand equity moderates the effect of brand communication and brand personality in the telecom industry of Pakistan?

Q4. Does brand communication contribute to shaping up brand personality traits in the telecom industry of Pakistan?

1.12 Objectives of the Study

In view of the research gaps discussed in the previous section, the current study intends to achieve the two broad objectives listed below:

- To examine the role of corporate visual identity (Brand name, logo and brand color) on brand personality traits (sincerity, competence, excitement, sophistication and ruggedness) with mediating role of brand communication in telecom industry of Pakistan.

- To examine the moderating role of brand equity on brand communication and brand personality traits in the telecom industry of Pakistan.

1.13 Significance of the Study

With the growing diversity in today's dynamic world, the businesses of are getting complex. The complexity of the business environment is due to the competitiveness driven by core competencies, technological change at a considerably faster pace, marketing tools and techniques and market responses and trends. The management of corporate visual identity is a concept which is strategic and requires a great deal of consideration for the development and enhancement of brand personality so that a competitive edge can be gained

over the competing brands.

Keeping in view the importance of the said phenomenon, this study has the significance in two perspective, one in academic perspective and the other is in practical perspective. The detail discussion of the said points has been mentioned in following two sections.

1.13.1 Academic Significance

The Corporate Visual Identity (CVI) and brand personality are the marketing concepts which are interlinked and depend upon the structure, strategy, design, culture and corporate communication through the performance of products and service outputs, industry strategy and behavior significance. The main objective of this study is driven by the maximization of brand personality with corporate visual identity, and this is one of the essential components of strategic marketing. The study has also focused on brand equity and its moderating effect in combination with other controlled and uncontrolled communication that determines the course of action for defining the strategic vision through various operational practices.

Studies have earlier been carried out concerning corporate visual identity relationship with brand personality, brand communication relationship with brand personality, brand equity relationship with brand personality. However, no study has been conducted on corporate visual identity relationship with brand personality, with the mediating role of brand communication. Researchers argued that corporate visual identity elements positively influence brand personality traits. Besides, very less empirical evidence is available in which the mediating role of brand communication on corporate visual identity and brand personality has been measured. Therefore, the relationships of CVI, brand personality and

brand communication; brand communication, brand equity and brand personality; is a significant contribution in the existing literature. The current study is designed to fills up this academic gap.

1.13.2 Practical Significance

The management of brand personality has played a crucial role in developing and increasing the performance standards of the brands and companies through the dimensions of brand personality which are sophistication, ruggedness, competence, excitement and sincerity. They have been fully explained through critical evaluation in the perspective of global experiences. It has an extensive scope and has the essential sectors of both international and national economy. In addition to it, both multinational and local organizations like the telecom industry of Pakistan is also included. There is a particular purpose of carrying out this research study which is to explain and introduce a relatively new concept of brand personality management and CVI whose references has brought about a marketing revolution in a vital organization like telecom organizations of Pakistan.

This study helps the marketers and practitioners to devise their effective strategies related to marketing to create attractive brand personalities and to satisfy their customers. This research study will help in strengthening the telecom brands concerning personality traits. This research appears to be very beneficial in understanding the concept of brand personality traits in the telecom industry. Along with this, the issues and problems related to brand personality will be resolved with the implementation of this study, and the activities regarding brand personality will be expanded. This will widely help marketers who make policies for the telecom industry, managers to develop strategies for the telecom industry and also helpful in the development of the telecom industry.

1.14   Organization of the Thesis

The thesis contains six chapters in total for the very purpose of accomplishing the research objectives and aims of the current study. The brief description of these chapters are mentioned in the following few paragraphs.

Chapter 1 contains the introduction of the topic. A detailed background of the study and an introduction to the telecom industry of Pakistan and its relation to the brand personality is given. This chapter also includes the problem statement, the research purpose, research gap and its analysis, research objectives, research questions and significance of the study.

Chapter 2 describes the previous literature related to the construct of the thesis and demonstrates the theoretical background of the research. First of all, theories are presented which is followed by the literature regarding the brand personality and the dimensions of brand personality. After that, the concepts of Corporate Visual Identity (CVI), brand communication and brand equity are discussed in detail along with their dimensions. Furthermore, the literature regarding the relationships between all these variables is discussed. The mediating role of brand communication between CVI and brand personality and the moderating role of brand equity between the relationship of brand communication and brand personality is also detailed in this chapter. The theoretical framework of the study is also given, which includes grounded theories as well. At the end of the chapter, the study hypotheses are formulated.

Chapter 3 discusses and elaborates the research methodology used in this study. This chapter starts with the research design, which is followed by the research approach. After this, all the variables of the study are discussed. The current study has used a quantitative

approach. This chapter also details the research instrument used for collecting the data. Moreover, the details of the pilot testing are also profoundly discussed. This chapter also possesses the reliability, validity, population of the study, sample selection, sampling technique, unit of analysis, data collection procedure, instrument selection and data analysis techniques. Some ethical considerations are also given, which is followed by the validity and reliability of the instrument. Operational definitions of the constructs are also presented in this chapter.

Chapter 4 concisely describes the analysis and findings of the proposed hypothesis. This chapter also illustrates the measurement and structural models of the study. Model fit is also highlighted in this chapter.

Chapter 5 comprehensively illustrates the discussion of the study and a detailed analysis of the proposed hypotheses. Contextualization of the findings is also demonstrated in this chapter, along with the theoretical contribution.

Chapter 6 deeply discusses the managerial implications of the study for marketers. This chapter also includes the future research areas as well as the limitations, delimitations and conclusion of the study.

CHAPTER 2
LITERATURE REVIEW

This chapter presents an overview of the literature related to the construct used in the study and explains the theoretical background of the research. To start with, the theories regarding various relationships of the study are presented. After that, the literature regarding the brand personality is reviewed and analyzed followed by an explanation of the dimensions of brand personality. Next, the concept of Corporate Visual Identity (CVI), along with its dimensions, are explained. This is followed by a review of brand communication construct and brand equity construct. Dimensions of these constructs are also explained. After presenting the literature on the study constructs, the expected inter-relationships between all the study variables are posited.

Considering the relevant significant literature, the relationship between CVI and brand communication is presented. After that, the relationship between brand communication and brand personality is explained. Then the relationship between CVI and brand personality is presented. This is followed by the literature review regarding brand communication playing the mediating role between CVI and brand personality. And lastly, the literature on brand equity playing the moderating role between the relationship of brand communication and brand personality is presented. Based on the existing literature, the study's theoretical framework is demonstrated, and then the research hypotheses have delineated that postulate the expected relationships between all the study variables.

2.1 Resource-Based Theory

The theory explains the varying performance of the organizations based on the resources of an organization (Peter & Barney, 2003). This theory defines the relationships of the variables presented in the theoretical framework of the study. The resource-based theory tries to explain the way organizations try to maintain a sustainable and differentiated place in competitive environments (Hoopes, Madsen & Walker, 2003). The main idea behind this theory is that resources are the basis upon which the organizations compete against each other (Barney, 1991; Wernerfelt, 1984). Some of the examples of the resource are brand name, capital, efficient procedures and processes etc. (Warnerfelt, 1984). Firstly, corporate visual identity elements which include a brand name, brand logo and brand color are the resources used by an organization. Secondly, brand communication is considered as a resource for an organization because it is a translating mechanism and an efficient process used to generate awareness. Thirdly, brand equity is also a resource in terms of capital which is acting as a moderating variable in the current study.

Any tangible or intangible asset which can appear as strength for an organization is called as a resource (Wernerfelt, 1984; Caves, 1980). In the current study, the resources used are intangible. These resources are the most significant source of strength because it helps the organization to compete better with its competitors as well as to achieve its goals, strategies, mission and vision (Porter, 1981). Every organization should create a unique and differentiated resource which makes its rivals challenging to compete (Wernerfelt, 1984). The competitive strength of an organization depends upon the number of unique resources that a company has (Rument, 1974). A competitive advantage is gained by an organization when it uses a lucrative strategy which competitive organizations are not using (Barney, 1991).

Unique and differentiated resources will lead towards differentiated personalities of the brands or organizations, and ultimately this differentiation will lead towards gaining a competitive edge.

One of the critical assumptions of the resource-based theory is that it focuses on business or company level (Peteraf & Barney, 2003). The focus of this theory is on the resources which are controlled by the companies and trigger the performance difference among the competing companies. All the intangible resources like corporate visual identity elements, brand equity and brand communication etc. are controlled by the organization and creates the difference based upon these resources. A competitive advantage can be achieved instantly or maybe over time (Helfat & Peteraf, 2003).

One of the recommendations given by (Miles, 2012) is to examine how the tangible and intangible resources help in getting a consistent competitive advantage and organizational performance. The current study examines the phenomena that the intangible resources like corporate visual identity elements, brand communication and brand equity help in getting a sustainable competitive advantage through creating an attractive personality of a brand giving a positive brand image. This will ultimately result in increased organizational performance. Thus, this study also serves in fulfilling one of the future gaps recommended by the author of this theory.

2.2   Self-Congruity Theory

The theory of self-congruity prompts the brand personality concept and posits that the consumers tend to buy and choose the brands whose personality matches their personality (Sirgy, 1982; Malhotra, 1988; Kassarjian, 1971). This theory is more related to a match between an individual's brand image and self-concept. The self-concept involves the thoughts

and feelings of an individual while considering themselves as an object (Rosenberg, 1979). According to (Sirgy, 1980), self-congruity theory is the extent of mismatch and match between a consumer's brand perception and their perception regarding their personality. The theory says that the higher the similarity between two personalities mentioned above views, more significant will be the brand preference because a brand's symbolic set of traits validate, support and reinforce the customer's self-perception (Swann, Stein- Seroussi & Giesler, 1992).

For a long period of time, consumer researchers have shown great interest in understanding the behavior of consumers, particularly in knowing which brands they purchase and why do they make such purchase. The concept of self-branding says that consumers purchase those brands in which they find their self-image (Klipfel, Barclay & Bockorny, 2014). So the personality and identity of the brand are much essential in this regard, and communication provides a connection between the identity of the brand, which is a corporate visual identity and brand personality. People not only purchase a product for consumption and satisfying their needs, rather the purchasing behavior of the customers is at a deeper level. A customer's self-concept is created and expressed when they purchase a brand (Richins & Marsha,1994). Mainly, consumers will often buy only those brands where they will find a match between the brand identity (packaging, designs, retail shop design, advertisement or other communication tools) and personality of that brand (sincerity, competence, excitement, sophistication, muscularity). Thus, the brand value or the equity of a brand depends on its capacity to help the consumer to develop and build self-concept (McCracken & Grant, 1989).

Theory of self-congruity by Sirgy summarized the concept of self-branding (Sirgy &

Joseph, 1986). It is suggested that the behavior of the customers is established by the similarity between customer' psychological comparisons of the brand-user- identity. Consumption behavior of the customer gets affected by self-congruity through purposes such as self-esteem and self-consistency. Conversely, when a customer finds a suitable match between brand personality and brand identity, self-congruity occurs. From this concept, positive attitudes are created through high self-congruity towards the brand, and that enhances brand equity.

2.3   Brand Personality

An important concept regarding brand is brand personality. It has been a strategic tool from last few decades used by marketers to institute influential brands (Aaker 1996; Keller & Lehmann, 2003; Lombardi, 2007). A set of personality traits associated with a brand is called brand personality (Aaker, 1997). A personality is reflected by every brand, and these reflections influence the buying behavior of customers (Perreault, Cannon, McCarthy, 2013). One of an essential component of brand identity is brand personality and is considered as an essential source for communicating the image of the brand. A brand without having a personality lacks identification and does not sustain in consumer's mind. When consumers deal with competing products, they are under the influence of products with similar personalities (Özer, 2015).

Consumers recognize the brands by associating some meanings and personal characteristics to a product. Brand personality is defined as a set of human characteristics associated with a brand. Among the many advantages of brand personality, one of them is that it helps to improve the perception of a product regarding its quality. A well-created brand personality creates an emotional connection between a brand and the consumer. Brand

personality differentiates a brand from other competing brands available. Consumers prefer the brands if real brand personality is created while keeping in mind the needs of the targeted market. This brand preference is one of the common goals of all brands and leads to the power of the brand. The primary purpose of brand personality is, when the consumer finds himself in difficulty to decide between the brands, brand personality helps in influencing the emotional decision of the consumers. Brand personality helps in achieving a continuous competitive advantage by keeping the brands at the competitive front in terms of promotional activities and their positioning. The brand personality built for global brands makes it happen to generate demand in different markets. Brand personality helps in making decisions made by companies related to active and accurate brand management and significantly influence brand preferences. When consumers develop positive perceptions about the brands, it creates a considerable competitive advantage over competitor brands (Akin, 2017).

Brand personality help companies in making correct and successful decisions related to brand management because a considerable impact of brand personality is there on brand preference. Positive perception of the brands helps in gaining competitive advantage. An advertisement with traits regarding the personality of a brand has a significant influence on product preferences. It can be said that the preference of a brand is different according to the personality dimension linked with a particular brand (Munasinghe, 2018).

Brand personality is formed and sustained in a customer's mind as a result of brand perception. Thus, a considerable effect of brand personality is there on loyalty towards a brand and brand trust. Brand personality influences the perceptual process of information related to the products and generates grounds for differentiation. This, in turn,

impacts the thinking pattern of the customers and what they feel about the brand, specifically when considering the perceived value and perceived quality. Brand personality has a further influence customer behavior and their attitude. It is considered to segregate between the category of product and hence affects the brand preference (Su & Tong, 2016).

Tong, Su and Xu (2018) suggested that management should focus on developing a positive brand personality, and this should be incorporated with brand positioning and communicated to targeted customers. Even though brand personality construct has great importance in marketing research, there is a scarcity of research available which empirically exhibits the usefulness of creating positive and strong brand personality (Su & Tong, 2015).

Su and Tong (2016) explained that consumers relate the brand personality dimensions to the products, and due to this reason, managers need to develop their strategic decisions regarding the personality of the brands. Effective brand management revolving around brand personality is productively essential in attaining an organizations objective of profitability, loyalty and satisfaction of the customer. According to (Batra, Lehmann, & Singh, 1993; Aaker, 1997; Keller, 2008), brand personality is developed by the CVI elements like brand color, logo, brand name and advertising attributes etc. One of the most powerful tools for developing the perception of the consumer is associations of brand personality (Biel, 1993; Maehle et al., 2011).

Since the 1950's the importance of brands and products, have been acknowledged in the marketing field (Gardner & Levy, 1955). Scholars such as Durgee (1988); Berry (1988) and Plummer (1985) are of the view that the personalities can also be assigned to the brands as they are done to the humans, and these personalities can be detailed through some traits and attributes.

King (1970) stated that brands are chosen by the people the way their friends are chosen. They like the brands as people. They like their physical characteristics and skills. He quoted about the advertising agency J. Walter Thomson which tends to believe that people relate the brands to the personality features and they confidently talk about these features. Moreover, projective techniques were used in motivation research to confirm these features.

A set of traits build-up by the consumers, which are found by the behavior of the brand upon repeated observations, is called as brand personality (Fournier, 1998). Consumers base their brand personality perceptions on corporate marketing strategies, expressed warranties and advertising (Hayes, 1999). The consumer and brand relationship gets affected by brand lapses. These brand lapses have an impact on the consumer and brand relationship, which is related to brand personality (Aaker et al., 2004). In building brand equity, loyalty and attitude, brand personality plays a symbolic role (Erdogmus & Büdeyri-Turan, 2012). For a successful brand, it is vital to have a differentiated personality of a brand. It creates a strong sense of relationship with brands or products and leads the customer in identifying the brand personalities (Erdogmus & Büdeyri-Turan, 2012). Brand personality needs to be consistent, continuing and long-lasting. The brand personality should be distinctive from other brands (Erdogmus & Büdeyri-Turan, 2012).

In recent years, brand personality has been widely discussed by many. Brand personality concept has been highlighted in several products and brands, including consumable goods, luxury goods, durable goods, entertainment and so on. The functions like self-expression and self-symbolism are offered by brand personality (Cătălin & Andreea, 2014). A company's performance is also influenced by brand personality. Brand

personality can act as a warehouse of information related to the brand regarding the perception that consumers have regarding the brands (Fournier, 1998).

A well-known brand is thought of having a different and evident personality of a brand. The brand personality is more related to symbolic value than a functional or practical value (Le et al., 2012). For that reason, marketers spend a considerable amount of financial resources, effort, and time to make their brands acknowledge and known. Not only this, but they also want to make their brands distinctive from other brands by making having differentiated brand personality traits. These differentiated personality traits are formed, perceived and developed through brand communications like salesperson contacts, publicity or advertising messages (Le et al., 2012).

A consumer's feeling regarding a specific brand is its brand personality as it helps the consumers to express and symbolize their expectation from a product. Thus, the personality is more significant than the product features. Researchers studied the behavior of various brands and explored that brand personality is nothing, but the set of traits/features owned by a specific brand. Additionally, these personality traits of a brand can be conceptualized like human personality traits (Sirgy,1982; Goodyear,1993; Aaker & Fournier, 1995).

2.3.1   Brand Personality Dimensions

In 90's, studies like (Heylen, Dawson & Sampson, 1995; Aaker, 1997; Siguaw, Mattila & Austin, 1999) worked to search out the brand personality dimensions to establish its personality model. These dimensions were known as personality dimensions. A study done by (Aaker, 1997) posited a brand personality, dimensional model that contained potentially five dimensions namely ruggedness, competence, sophistication,

excitement, and sincerity. Her research was very comprehensive, in which she explained 42 specific traits and 15 elements that were firmly related to brand personality. Afterwards, she in collaboration with Spanish and Japanese researchers identified the distinctiveness of various dimensions of brand personality, which were different in different cultures. For instance, the distinctive Spanish personality dimension was passion, whereas, in Japan, it was peacefulness while in America, it was ruggedness.

Despite Aaker's model traits, facets and most importantly dimensions had doubts when it comes to its validity (Azoulay, 2003). Yet, it was a significant contribution to academia which was widely used in practice (Austin, Siguaw & Mattila, 2003). The current research focuses on two major aspects of domestic brand personality. First, dimensions that could explain the brand characteristic in consumer culture and Second, exploring the role that brand personality plays on consumer behavior and brand asset.

Liu Yong (2008) listed carefree, fragrance, alcohol, bold, success, peaceful, pursuit of happiness, friendship, honour, believable, natural, fresh, pure and different regions mysterious amorous feelings as the dimensions of brand personality regarding cigarettes. Chen Ke (2008) explained the digital camera personality dimensions as competence, sincere, stimulation, delicate and robust. Some researchers were also convinced that personality could be influenced by culture and geography. Lu Taihong & Huang Shengbing (2006) defined brand personality dimensions in Chinese culture as elegance, happiness, courage, wisdom and benevolence.

Aaker (1997), as has already been mentioned earlier, identified five major brand personality dimensions namely ruggedness (tough and outdoorsy), sophistication (charming

and upper class), competence (successful, intelligent and reliable), excitement (imaginative, spirited, daring and up-to-date) and sincerity (cheerful, wholesome, honest and down to earth). These dimensions had the potential to explain all categories, including older, younger, female and male subsamples. Another critical aspect of these dimensions was that were extracted from studding different products in different industries and thus also had a sense of generalizability. Many studies that were carried out after 1997 were somehow based on the scale of Aaker's 1997 (Azoulay & Kapferer, 2003).

Researchers were also agreed on the theory that marketing strategy was shaped by a Brand as it's the brand uniqueness that aided an organization to gain a competitive edge in the market (Srivastava, Shervani, & Fahey, 1998; Hunt, 2000). Brand management and building often took a vast chunk of expense in the overall company's marketing expense. Therefore, marketing professionals and scholars had a keen interest in means that could potentially enhance the brand portfolio value. Despite having a robust financial impact of evaluating brand equity, the expectations triggered inside consumers head regarding a specific brand is of more importance to academic research.

2.3.1.1   Sincerity

Sincerity means being of honest character, humble, and straightforward. Sincerity is embodied in honesty in the quality, originality of products, and brand identity with simple traits, such as cheerful and youthful (Aaker, 1997).

2.3.1.2   Excitement

Excitement (spirit) means vibrant, dynamic characters and great imagination in making a difference and innovation (Aaker, 1997).

2.3.1.3   Competence

Competence means the ability to be a reliable and trusted by customers (Aaker,

1997).

2.3.1.4   Sophistication

Sophistication (worldliness), namely the characteristics associated with exclusivity formed by the excellence of prestige, brand image, as well as a fascinating level of attraction (Aaker, 1997).

2.3.1.5   Ruggedness

Ruggedness refers to the brand characteristic associated with the benefits of a brand in supporting outdoor activities and the strength or durability of the product (Aaker, 1997).

2.4   Corporate Visual Identity (CVI)

Corporate Visual Identity (CVI) is the independent variable used in the study as is defined as all the graphical elements and symbols which represent the fundamental nature of the company is known as Corporate Visual Identity (CVI). It is a tangible asset of an organization and the most observable tool used by the organizations in their dealings with the external environment (Van den Vosch & De Jong, 2005). Organizations are keen about measuring the brand value and brand reputation, but CVI role is scarce. CVI comprises of brand name, brand logo or symbols, brand color, typology, slogan, and some other graphical elements. Corporate symbols and articulate logo characteristics of an organization.

Purpose of corporate visual elements is to communicate - to make a product different from the rest of the available products, to justify a high price of a product and to create awareness about a product. It is extremely beneficial for companies to consider the relationship between different visual identity elements. It is a significant and challenging task for the organizations is to have consistent and coherent visual identity elements (Iivanainen,2017).

The concept of visual brand identity design is applied in business by marketing communications and identity managers who coordinate the process of preparing well-structured brand guidelines and make these guidelines accessible for the employees who represent the organization in various brand touch points (Stoimenova, 2017). Satisfaction, commitment, and trust are antecedents of CVI, which would, in turn, lead to brand loyalty (Camilleri, 2019).

Brand visual identity refers to the logo, design, color and all those elements which create an identity of a brand and makes it look different in the minds of the customer. Though several other dimensions such as typology, logo, name, color, slogans, graphical elements, vocabulary and text, nomenclature and architecture, uniforms, cheques, forms, booklets, stationery, statements, font type, tagline, brand slogan, leaflets, advertisement brochures, illustration, and photography has been mentioned in literature, of them only a few, namely brand color, logo and design are the main attributes which contribute to the communication. Corporate brand identity is different from the concept of brand image. The corporate visual identity has the intention of branding which means how an organization or a brand chooses its brand name, brand color, design and shape of the brand logo as well as the other visual elements for promoting the brand, training employees for customer interaction

and the choice of language for ads. Putting it in other words, brand visual identity includes the components such as symbols, particular font size and style, writing style, design, vision, slogan and set of images etc. which makes a brand different from the other brands (Kotler & Philip, 2009).

A detailed understanding of competitors, target market and business environment is essential to display a well-built brand visual identity. Both extended identity and core identity are the components of brand visual identity. Extended identity of the brand includes all the brand details, which help a brand generate a constant theme, whereas, the core identity of a brand depicts constant and long-lasting associations with the brand (Ghodeswar & Bhimrao, 2008).

Customers also get attracted by the brands of those companies which have goodwill and are well established. Visual representation of a brand largely influences brand perception and brand recognition. Visual identity of a brand presents the overall look of its communications. When particular visual identity elements are consistently used, it creates a successful and compelling visual identity of brands. Valid corporate visual identity is attained by the regularly employing the visual elements. These visual identity elements are used to make a difference like colors, particular font size and styles and other graphical elements. The primary foundation of the corporate visual identity is a brand logo or brand mark. Since one of the indispensable elements of the corporate visual identity is a brand logo, it should enhance the communication strategy of brands. Valuable logos are easy to remember or recall, simple and works efficiently in both offline and online applications. Brand color is another essential element of CVI. It is an essential element because the brands in the visually jumbled market are given distinction and differentiation through brand color.

Balmer and Gray (2003) are of the views that corporate visual identity distinguishes a brand. If a company wants to dissociate itself from a reputable corporate visual identity, it should have a compelling reason for that. It is very time consuming and requires a lot of financial investment to change and communicate the new corporate visual identity elements like the brand name or corporate design. As a result of change at a substantial organizational level, corporate visual identity elements also changed. For example, if a company is undergoing a change in strategy in cases like merger and acquisitions, repositioning, re-engineering, re-vitalizing and privatization etc. CVI is a significant tangible asset of an organization or a brand. Well reputed organizations change their corporate visual identity slowly and gradually in such a way that is barely observable to others.

When an organization intends to develop its corporate visual identity, it has to disclose and expose the organization's roots, its structure, corporate identity, strategies and corporate identity. When the real meaning of the organization is identified- aims of the organization, point of differentiation, what it stands for-its design process starts. As a result, the visual identity system is developed that presents the organization. Ultimately, corporate visual identity represents the organization, and a newly built corporate visual identity creates a corporate reputation. A constructive and encouraging reputation is built through a mix of corporate identity consisting of behavior, communication, and symbols. A positive organizational performance is a result of good reputation (Van Riel & Balmer, 1997).

Within the corporate identity mix, the corporate visual identity is the symbolic element (Baker & Balmer,1997). A good reputation and a tremendous organizational performance influence the stakeholders, including all the investors, customers, media and employees etc. Corporate visual identity is linked to a corporate reputation (Fombrun & Rindova, 2000).

Corporate communication and corporate branding build a corporate reputation (Einwiller & Will, 2002; Schultz, Hatch & Larsen, 2000; Bickerton, 2000). CVI is defined as an organization's illustration of its future overall scenarios and its past dealings and events which attract its essential elements as compared to its competitors (Roberts & Dowling, 2002).

The corporate signs and symbols signify the future goals and objectives as well as present outcomes. To ensure reliability and uniformity, corporate visual identity management is needed (Van den Bosch, De Jong & Elving, 2004). Corporate visual identity is a means to end, not a goal. Melewar and Akel (2005) examined the difference between CVI and reputation. He measured the ways and the extent to which corporate reputation is supported by CVI. This relationship is based on the framework, which was made by (Fombrun & Van Riel, 2004). Their framework had a corporate reputation with five dimensions: authenticity, distinctiveness, consistency, visibility, and transparency.

A company portrays itself through logos, vocabulary and texts, nomenclature architecture. This is the way an organization distinguishes itself from its competitors and is renowned and accepted (Melewar et al., 2005). Corporate visual identity is a subset of corporate identity. It depicts the message an organization can use to convey its aims and purpose, style, quality and reputation to its stakeholders and customers (Hatch & Schultz, 1997; Abratt,1989; Melewar & Saunders, 1999).

Previous researches on corporate visual identity show that the concept not only represents the organization's identity through symbols, uniforms, cheques, forms, booklets, stationery, statements and vehicles but it also covers the marketing concepts (Melewar et al.,

2005). For example, the company Nyex produced its logotype, and it was its first step in creating its CVI (Kayal, 1988). All the companies in this group used the same graphical representation format for everything representing the company.

Another example is of British Airways, which does not rely only on symbols and stationery in creating their corporate identity. These graphics are used in all the places that represent the organization like waiting rooms, offices, airplanes etc. all the tools that help in developing CVI includes offices, retail outlets, canteens, buildings, factories, showrooms, warehouses also the location, architecture, interior décor of the buildings. It also includes the communication items like advertising, forms, give always, datasheets, tenders, promotion and instruction manuals. In addition to it, it also represents corporate clothing and all kinds of products. If all these tools are implemented effectively, it conveys a compelling, perfect and precise image of the organization. And a company can easily be recognized through these tools (Melewar & Saunders, 2000; Balmer, 1995; Dowling, 1994; Olins, 1995). Every organization possesses an appearance that is presented by the visual identity of its products, building designs and printed material of the company.

This appearance is presented to all stakeholders (Henrion & Parkins, 1967). How an organization portrays itself to its stakeholders (external and internal) depends on how a company designs its CVI elements. The corporate visual identity key elements include color palette, brand name, logo, font type, tag line and brand slogan, which can be used on corporate clothing, buildings, websites, leaflets, stationery, building interiors, vehicles, advertisements, brochures etc. Architecture and design is often an essential element in a company's CVI. Generally, ambitions and values of an organization's characteristics and its businesses are also articulated and conveyed by CVI.

In corporate communication, corporate visual identity's four functions can be distinguished, among which three are designed for external stakeholders. The first of the three is the visibility and recognizability of an organization are provided by a corporate visual identity (Du Gay, 2000; Balmer & Gray, 2000). It is essential for all types of organizations, including both profit and non- profit organizations that the people know about their existence, they remember its core businesses and its name. Additional cues of an organization are provided by visual identity so that the organization may be remembered. The second one is that the corporate visual identity adds to the reputation and image for its external stakeholders. A very negative corporate image may become the result of a weak visual identity (Baker & Balmer, 1997).

Many experimental research studies show that brand color, font type and brand logo effect behavior, performance, actions and judgments of the people (Doyle & Bottomley, 2002). A very supportive and helpful role is played by CVI in creating the personality of a brand and organization's reputation. The third one is that a corporate visual identity conveys its stakeholders about its organizational structure. It creates an image of the relationship, consistency and rationality between an organization's departments and divisions (Olins,1989). The fourth one is, the functions of corporate visual identity are linked with the employee associated with the specific department of an organization or the organization as a whole. This association of employees is very critical and essential for the employees, and corporate visual identity of an organization is vital in creating the employee's identification (Bromley, 2001).

In corporate communication, CVI is considered as a crucial and a strategic tool. To express an organization, it is an essential tangible asset. Organizations like to make a

significant amount of time and money in the implementation and creation of its CVI. It requires uniformity and steadiness in applying its elements. Organizations get a way through which they express themselves through corporate visual identity. When an organization is changing, it needs to pay special and keen attention to its CVI element. Corporate visual identity elements are essential in making strategic decisions because it represents an organizational change, and it appears to be a very convenient and controllable tool in building an organization's corporate identity. Organizational transformations like mergers, acquisitions and in a takeover, CVI is a key and essential factor (Balmer & Dinnie, 1999). In instances like repositioning, revitalizing and re-engineering, it becomes necessary to bring changes in CVI elements. For example, in making a new product, finding or entering a new market or maybe a new distribution channel CVI may get changed.

Modernization may also be a reason for changing corporate visual identity. Change in trends results in adapting or changing CVI over time. Drastic changes can also be brought in CVI and on the other hand, changes are so subtle and slight that may barely be evident. The alteration may be done in the logo, brand name, brand color, font type or any other visual element. Once the new corporate visual identity element is applied, issues about CVI starts to narrow down. The corporate visual identity should be controlled based on the structure that it should match and complement the organizational developments. CVI depends on its consistency of development and implementation which will result in practical and useful CVI (Van den Bosch & De Jong, 2005).

Managing CVI literature has not received much attention in the past studies concerning corporate communication. The past studies focused mainly on the strategies relating to the concepts such as CVI, brand communication and personality. Whereas, the corporate visual

identity is considered as a means through which organizations project themselves. Past researches related to corporate visual identity has a focus either on strategy and CVI relationship or it expresses how the corporate visual element's effects. Identity structures are focused on the first categories, whereas the corporate logo's impact and the design are focused by those of the second category (Van den Ban, 2001).

To date, very little research has focused on the ways to manage CVI continuously. Previous studies focused on the association between the consistency of corporate visual identity and usefulness of various measures. The results of the study clearly show that there exists a positive and significant association between the consistency of corporate visual identity and the number of measures. The most effective two measures have updated CVI guiding principles and an example set by the managers (Van den Bosch, Jong & Elving, 2004).

Issues are raised when developing new strategic options and CVI (Balmer & Dinnie, 1999). Changes in Corporate Visual Identity are also done in cases of repositioning an organization like finding a new market or a new product or a distribution channel. CVI has been found to be significant in representing the business image and had been frequently used as a tool of communication with the general public by domestic and multinational organizations. Through CVI, organizations tend to deliver and communicate with their target public base. CVI consisted of multiple integral elements involving, company logo, typeface, color scheme, tagline and company name (Bosch, Jong & Elving, 2006).

To ensure effective corporate communication with its stakeholders and proper articulation and standardization of CVI, various elements were imperative. This aids the organization to covey a clear message to the general public. To get the maximum effect out

of CVI organizations needed to identify the means to reproduce and represent the corporate identity. As different organizations often use the same visual elements on vehicles, buildings, products, stationery etc. huge capital outlays may be required for rebranding programs or corporate change that may result in a new CVI. Attention deserving of CVI is purely based on the focus to which such factors are employed. The notion of brand identity was directly associated with CVI that included those aspects which reflected a brand verbally and visually before the public. Nandan (2005) ascertained that such facets mainly laid the foundation of any organizational objectives that were further transmitted as brand identity messages to the customers using CVI, which must be decoded, to institute brand image and intention. This was also known as a touchpoint, a process where multiple occurrences of contact took place between the brand and its constituencies. This further explained the potential occurrence of communication problems due to which consumer may not perceive the intended meaning of a message from an organization.

Riel and Balmer (1997) identified that CVI influences three vital features of corporate identity mix, including organizational behavior, reputation & image and symbolism and communication. CVI, as a fragment of corporate identity, served various roles within a business. It can represent the business both externally and internally (Bromley, 2001). It not only determined the cause of recognizability and visibility but also reflected in its structure (Balmer & Gray, 2003).

Dutton, Dukerich and Harquail (1994) viewed it as an internal marketing tool to enhance the degree through which employees may recognize the identity of an organization. It should also be consistent with the genuine corporate identity which employees experienced now and then (Kiriakidou & Millward, 2000). Recently the research on the CVI had been

focusing on multiple aspects including design criteria based on which a logo should be selected, tools to be employed for elements design evaluation and the potential effect on argumentation by using visual elements (Birdsell & Groarke, 1996). As per Melewar and Saunders (1998) significance of CVI standardization had increased dramatically. This also indicated to have a positive relationship with consumer advertising awareness, its acquaintance with services and products offered by a particular organization, recruitment, goodwill, market share, sales potential and the familiarity with the organization operations by local inhabitants of that specific area. Similarly, a fragile CVI may depict the causes of corporate malaise (Baker & Balmer, 1997).

Bosch, Jong and Elving (2006) explored the uniformity of CVI in the vicinity of Netherland. They determined that surplus usage of visual cues would lead to unfocused impressions. They established the definite existence and perceived consistency of CVI in profit-making institutions. They also emphasized the need and significance of consistent CVI in state-owned organizations despite their monopoly in the service market. Such organizations had no real competitors, but even then they need consistent CVI to maintain their visual identity to be recognized by society. In their research, they highlighted the necessity of liberty that communication managers must enjoy in management of CVI. To determine the visual identity consistency their research stressed on the need of further exploring the perceptions of CVI and suggested that studies should be conducted to identify the elements of visual audit that constitute the CVI besides the evaluation of stakeholders' perceptions.

Henderson and Cote (1998) in their journal of marketing paper, underlined the

deficiency of literature and theories that shaped the designs that effected consumers tendency to evaluate logos. They proposed the recommendations for logos designing, identifying the strategies for its' moderately elaboration along with comprehensiveness consisting depth, activity and complexity. They also promoted the need for naturalness but discouraged the use of such logos which appeared to be excessive natural. Inclusion of familiar meaning objects design was also recommended as it somehow was correlated with naturalness and had the potential to enhance the logo design is incorporated uniquely.

Another experimental procedure was used by (Janiszewski & Meyvis, 2001) to further test and investigate the impact of logos on customers processing fluency. Extant literature indicated that majority of the research conducted on logo design had been directed towards identifying the means to establish effective CVI (Corporate Visual Identity), similar nature of work had also been conducted by Dutch researchers (Bosch, Jong & Elving, 2004). They used the term "huisstijl" in Dutch Academia which was similar to CVI in English literature.

Communication professionals had recently recognized the importance of CVI and had started to pay more concentrated attention to this notion; hence much research would be needed in this regard as little research work had been done to explore the concept of CVI. Majority of the CVI literature had been written by Communication experts and professionals. CVI had been studied from the aspect of a marketing tool that had the potential to contribute towards structuring of an organization strategy but the problems regarding managing, designing and the effect of an influential CVI still needed to be explored and investigated (Van den Bosch, 2005).

CVI is considered to be one of the most fundamental concepts to understand the extensiveness of corporate identity. Van Riel (1995) and Stadler and Birkigt (1986) identified three elements, namely symbolism, communication and behavior that had a strong impact on corporate identity. CVI had been considered to be the significant symbolism representative. The foundation of the strategic school was laid by the combination of disciplines such as reputation management, public relations and corporate communications. Therefore collaboration of these two schools towards a single direction might be difficult.

Van den Bosch et al. (2004) ascertained that there were three main categories in which CVI research area could be divided, the design, the operational and the strategic level. The design was focused on the effectiveness and functionality of particular elements of CVI. Previous research on a similar aspect was primarily focused on logos, color or slogans (Dowling & Kabanoff, 1996).

The operational level of management spotted the management and development of CVI, which were maintained and controlled in organizational (CVIS) Corporate Visual Identity Systems. Companies, in this level, faced and addressed the challenges to transmute identity or the organizations in a consistent, sound and efficient visual identity. Major disputes at this level involved the adjustments, modifications and preserving of manageable CVIS and CVI consistency. (Melewar & Saunders, 1998)

In the end, an organization addressed its visual identity objectives in its strategic level, where it used several means and methods to separate itself from its competitors in corporate branding. A significant review of literature on this level revealed that global organizations chose between localized and standardized CVI depending on the effectiveness of the method

(Saunders & Balmer, 2000).

Each level has its own methodology and components for the evaluation of organizational corporate, visual and design levels (Van den Bosch et al., 2004). Different methods had been established to research corporate organizational identity at a strategic level. Whereas, on an operational level, various techniques were employed to understand the organizational visual identity (Melewar, 2001). Besides, the design level contained the methods to pretest the organizational visual designs and their significance (Gabrielsen, Kristensen & Hansen, 2000). Majority of the studies explored the importance of management of CVIS and CVI.

In contrast, operational level appeared to be the most under-investigated level, which leads towards the need to study CVI of a company. Melewar & Saunders (1998) studied the multinational organizations CVI and CVI standardization and concluded a positive correlation of standardization in determining the organization's visual identity. Melewar et al. (2000) in their research showed the connection between the extent of standardization of slogan, color, typography logo, name and corporate branding strategy. The primary focal point of this study work was on exploring the connection between the operational and strategic level of corporate visual identity. Though, the management and processes issues of maintaining and designing stable and influential CVI in the digital environment needs to be further explored.

According to Dowling (1994), visual identity consisted of four main components, defined as typeface, color, symbols and logos. The researcher also identified that the significance of visual identity is quite vital. Still, it's not as important as organizational other operations including an organization business, offered services and products to the general

public and its communication with its stakeholders. In view of Melewar and Saunders (1998), CVI reflected organizational image and identity, and further consisted of five main elements naming slogan, color, name, typography and logotype.

Consumers distinguished and identified an organization and its competitors based on their Logo (Hem & Iversen, 2004). Generally, logo design depicted the characteristics and objectives of any organization. Henderson and Cote (1998) emphasized the need to explore the dimensions of design effects on ultimate customers and their appreciation of Logos. Logos can be further classified into a variety of categories ranging from abstract logos to written logos that contained words mark, which was unrelated to each other presented uniquely. Features of a comprehensive logo contained its meaningfulness, easy to recognize and distinguish and cultivation of positive impact on stakeholders of an organization (Vartorella, 1990). Many researchers divided logos into three broad classes, textual logo, symbolic/iconic logo and mixed logo.

Color, another essential CVI element, had the potential to affect consumer visual experience Gage (1999). According to research by (Hines & Bruce, 2007), initial consumer attraction towards any logo is due to its color as the majority of the logo surface is

generally covered by the color and reflect sturdy cultural associations. As per Berlin and Kay (1969) a total of eleven colors had the potential to attract customer attention and were further be classified in chromatic (purple, brown, orange, pink, blue, green, yellow, white and black.

Fonts or Typography were further classified into two major types, serif sans fonts and serif fonts. Besides, various font styles were being used to add flavour into written styles like

italic and bold. Capital letters were also used by organizations to emphasize meaning. However, the majority of the research on typography focused on the Fonts readability and clarity. Childers and Jass (2002) studies revealed that font impressions played an essential role in creating brand impressions.

Melewar and Saunders (1998), Widens Dowling's, (1994) and Van den Bosch (2005) explored the elements of CVI and ascertained that in general, a valid corporate visual identity should involve brand logo, fonts (typefaces), illustrations and photography, symbols, signs, color palette and styles of advertising. Rowley (2004) advised that sharing brand value was very vital in constructing corporate identity and CVI elements provided a baseline to communicate the brand values through their unique logo shapes, graphics, colors and text. Interestingly the application of CVI had considered being universal, and it applied to all platforms, including social media platforms, reputation, image and identity environments. Rowley (2004) Communication and corporate branding were regarded as momentous efforts towards shaping the reputation of an organization or corporation (Einwiller & Will, 2002).

To identify and recognize the origin and source of services and products by consumers is, by far, an essential quality of visual identity. In addition to this, it also plays its part in strengthening the organizational and consumer relations by establishing the feel of association which further had a strong positive impact on reputation and image of an organization. There is an extensive range of products from which customer chose the services and products that they required, however, an organizational reputation served as the main reason to provide it with a competitive edge over its customers (Kapferer, 1994).

Corporate reputation had gained the researchers' attention and was widely discussed in

the last few decades (Dowling, 2002). Organizational behavior had been identified to have the most solid impact on its reputation and was considered as the perception of its customers and stakeholders regarding that organization (Dutton & Dukerich, 1991; Hatch & Schultz, 1997, 2003). More research would be needed to explore the function of CVI in determining the reputation, image and identity of any organization. Particularly in this digital era, where social platforms had gained significance in building, maintaining and sustaining the corporate and customers relationships is essential.

Van den Bosch (2005) accentuated the need to explore reputation, image and identity notions to establish a relationship of CVI and organizational impression platforms, i.e. live websites and applications.

Within an organization specifically from the perspective of identity and communication, CVI is considered to be the building block of a theoretical pillar which was further studied to describe and understand the organizations' visual aspects.

According to Simões, Dibb and Fisk (2005), expressing an organizational essence was the main feature of CVI that highlighted the vivid connection between visual communication and identity. As discussed above, it can further establish that the notion of CVI needs to be further studied via interpretive context. Bell (2014) and Meyer and Sullivan (2013),

studied and explored the interpretive perspective of CVI and highlighted its importance and significance concerning organizational settings.

Initially, the identity of an organization was articulated around the theory that was distinctive, enduring and central to that organization (Albert & Whetten 1985). This aspect of organizational identity somehow relates to the conjectures of essence (distinctive and central) and enduring (stability) that proved to be the benchmark for CVI literature. Therefore more

dynamic, vibrant and novel organizational identity perspective had replaced the above-explained assumptions due to its widely accepted applicability. Quite recently, Gioia, Corle and Hamilton (2013) proposed four views or perspective, including institutional ecology, population ecology, social actor and social construction in shaping the identity of an organization. More advanced approaches on this included (Brown, 2006) narrative approaches, (Fiol, 2002) discursive approaches and organizational identity process approaches by (Schultz, 2012) and (Schultz & Hernes, 2013). Though the concepts explained in these approaches were not only closely similar but also were quite complicated to a position in separate and different hierarchies. Even these new organizational and prospective theories appeared to share these fundamental conjectures. Gioia, Patvardhan, Hamilton and Corley (2013) problematized the concepts of distinctive, central and enduring organizational identity systematically. They recognized that it's the identity change (Multiple identities) of an organization and not the enduring that can exist simultaneously. Likely, from the prospective operating process, the advice regarding organizational identity was a communicative and social process in which various types of stakeholders participates to shape organizational identity. This notion had been explicitly explained below as " those social construction mechanism used by actors within organizations to accept, destabilize, disrupt, repair, challenge, reproduce, maintain, stabilize, affirm, negotiate and claim their selves senses and relationships with others" (Schultz, 2012).

Ultimately, multiple deviations in the perspective of Constitutes Communication Organization (CCO) can be mentioned to point towards the organization instead of its identity (Schoeneborn, Blaschke, Cooren, McPhee, Seidl and Taylor 2014). Through this angle, visual communication, sometimes also known as communication, was the integral

factor that builds the corporation relationship with external and internal stakeholders. These visual concepts were not transmissional; instead they were constitutional as also proved by (Ashcraft, Kuhn and Cooren 2009) and (Meyer et al., 2013). In their research, they discussed that visual manifestation not only worked as a verbal language to represent and express reality, but it also aided in shaping it.

In the early seventies, every advertising agency has required a provision for the description of brand personality, brand's promise, its target and its reason of being. Through this, it can rightly be said that the personality of a brand is a brand's definition which is a non-product based. It confines the facets not only limited to the performance, attributes, product use, benefits etc. In previous researches, the brand identity had always included brand personality as its facet or dimension in the framework of brand identity. It includes all those human personality traits that are ascribed to the brand. Its other dimensions include the brand physical dimensions which distinguish a product with material dimensions, brand relationship dimension which includes the conduct or behavior of the product, brand inner values which includes its cultural dimensions and brand representing consumer dimension (Azoulay & Kapferer, 2003).

To retrieve, organize and process the information, the brand association is used by the buyers, which help them to decide on their purchase (Aaker, 1991). Marketers need to know how the consumers make their buying decisions so that they can make market their brand in a better way. Consumer usage and preference are increased by a positive brand personality (Sirgy, 1982). It also enhances consumer emotions (Biel, 1993), enhances customer loyalty and customer trust (Fournier, 1998). Product distinctiveness is also done through the brand personality (Aaker, 1997). In developing and differentiating the brand's emotional aspect,

brand personality has widely been discussed. This concept is conventional, and most marketers and advertisers agree upon this concept (Bosnjak, 2007). Sustainable and continuous differentiation can be achieved through personality traits because they are hard to replicate than functional brand characteristics. Brand personality is categorized into three brand association types, related to the brand, related to the corporation that made that brand, users of the brand (Biel, 1993). To build brand associations, a company needs to understand its brand as well as the brand of the competitors. To accomplish this, research is carried out to have an understanding of their thinking, perceptions and behavior patterns.

Similarly, the traditional communication which was focused simply on receiver and sender messages had shifted (Shannon & Weaver, 1949) towards additional cocreation oriented and dialogue perspective (Overton-de Klerk & Verwey, 2013). Merz, He and Vargo (2009) explained that both fields, branding and marketing, had evolved from a simple dialogue between sender and receiver to stakeholders and customers and further advanced to company/product creation of value by stakeholders' involvement.

This approach is more vibrant and dialogue centered towards communication as also indicated by (Prahalad & Ramaswamy, 2013). They discussed the need for co- creation and emphasized the importance and meaning of shared value to the organization. Similarly, the notion of co-creation had been widely applied to disciplines such as communication and corporate branding (Hatch & Schultz, 2010), although there is very little evidence to support that this concept was used in CVI literature.

Studying from this interpretive and more alternative set of problematic presumptions, two major themes were identified to govern the literature of CVI, consistency and authenticity. Like if an organization exist without identifiable objectively essence or in

simple words without core values, how can CVI transmit a powerful authentic message to its stakeholders? Another possibility to approach authentic CVI, as also defined in the authenticity literature, could be to use more interpretive and nuanced manner. Considering this aspect, the new approach on CVI authenticity (also depicted from historical facts and roots) could be understood as a non-existent past of dopey nostalgia (Potter, 2010). Alternatively, Authenticity of CVI could be stimulated by acceptable authenticity notion which further progresses this concept: According to Freathy and Thomas (2014) in modern communication era, authenticity remained to be challenged, constructed and reconstructed and that it proved to be substantial when it comes to providing objectivity, previous events flashbacks by disengaged portrayals, both visual imagery and literary narratives continuously assisted in strengthening specific history versions.

Undoubtedly, authenticity had a strong connection towards the representation of multiple voices which could also be observed through the social process as not just the matter of walking the talk. Furthermore, another well-recognized concept of CSR focused on the importance of aspiration talk rather than transparent and authentic communication (Christensen et al., 2013). The ultimate goal of authentic CVI could be achieved if substituted with the aspiration CVI that further enhanced the organizational capability to realize its vision.

How could CVI communication be stable across all channels and media if controlling it is very complex, and if it is co-created by a large number of external and internal stakeholders? Maybe the answer to this problem was getting stimulation from flexible integration concept (Christensen & Firat, 2008) and finding a preliminary mutual point. Though, without concentrating on CVI, these notions reflected endeavours of compositing

the principle of intricacy with the pursuit to achieve consistency. Despite taking consistency in its complete or incomplete form, these notions, in many ways, function with various forms or levels of consistency. Likewise, the disciple of CVI can embrace similar thoughts pattern, e.g. declining of consistency in the execution of activity from complete to no consistency. CVI literature was operating in different categories of conjectures that had lately been challenged in subjected research fields to establish an alternative perspective and a more nuanced approach towards given fields. As explained below, the recent CVI literature conjectures could also be challenged and problematized by different practices of CVI in some organizations. The introduction of secondary problematizing had been given below.

If the comparison were drawn to characterize how CVI was practiced with how CVI was theorized, it would promote a sequence of exciting mysteries and contradictions. These contradictions would help initiate the new horizons of activities, ranging from focusing on CVI practices, finding answers through empirical explorations and to prompting the theoretical debate. A little CVI anomaly which intrigued and mystified the researchers to articulate the project framework within this TP involved Airbnb and Google. After a specific period, Google transforms its core logo in favor of any organization or event or personality along with animations tool to reflect the association and importance of that entity work. On the other hand, Airbnb enabled their users to set their versions of the organization logo by modifying pattern, color and shape. This enticed users to share their version of corporate logos with various logo variations on their corporate website. In brief, Airbnb and Google appeared to raise the various conjectures which were quite different than the ones explained in recent CVI literature and were discussed partially under theoretical assumptions based on alternative sets.

Regardless of employing such CVI practices which according to CVI theory would be weak and inconsistent (Baker & Balmer, 1997) that should lead to striking down the reputation and finally would have a negative influence on an organization's performance, both Airbnb and Google had been doing exceptionally well. Both companies had been proved to be quite successful and operating globally with high reputations and sharp images.

Additionally, more research on the concept of CVI revealed that Google and Airbnb were not the only cases that exist in the corporate world but had been the most vastly profiled examples of the corporations that encouraged the use of traditional approach along with methods suggested in the recent literature of CVI (Le et al., 2012).

As per Bao, Shao and River (2002), specific effects related to pronunciation, connotation and brand relevance shapes customer perception regarding a brand name. From a marketing perspective, the effect of semantic typeface cue is quite considerable. Childers and Jass (2002). Sound symbolism and linguistics are used to create brand names which also holds inherent meanings Klink (2000). In literature related to color, (Kauppinen- Räisänen & Luomala, 2010) believed that colors trigger stimulation that leads to emotional aspects. Various color meanings in logos aid to establish a consistent brand image (Haynes, 2009) Color evokes behavior, cognition and affects which are aligned with its meaning. Various colors have different connotations (Clarke & Costall, 2008).

2.4.1   Brand Name

A brand name explicitly explains the benefits of a product that are in consistent in brand name meaning up to a level that consumers have the confidence in this quality sign and consumers knowledge about the brand for buying decisions (Le et al., 2012).

Memory retrieval theory posits that the name of a brand which is considered highly

related to a brand assists in more processing and encoding of the brand because there is a

natural alliance between the category of the product and the brand name. The coding

process is increased if a positive connotation is possessed by a brand name. This

consequently makes the consumers feel more eager to recognize the linkage between the

product category and the brand's positive image. While on the other hand, a brand

having a negative connotation will tend to inhibit the encoding because of the mind will

have a negative image. The buyers are unable to create a connection between the

products and the brand names in their mind, or they might ignore the link to keep them

away from the negative image (Bao et al., 2008).

When an organization selects a brand name, the basis of brand image is established. An

appropriate and correct selection of a brand name is a significant marketing decision that

marketers make because generally, it is the initial element of a marketing program

introduction. The brand name is, no doubt, an essential element of an organization as its role

in the organization is not quantifiable. Organizations often become perplexed to understand

that the brand name provides the value addition to a product, and its incremental utility is

increased (Childers & Jass, 2002).

A brand name's strength cannot be denied for example the former Chairman of Quaker

Oats Ltd, John Stuart, said, "if a business is to be divided, it will take the goodwill, the

trademarks and the brands and all brick and mortar can be taken by you. And I would charge

better than you" (Childers & Jass, 2002). This concept is also supported by numerous

economic research studies which have established that the organizations with better sounding

and words with easy pronunciation tend to outperform in the stock market as compared to

the names otherwise. This is a strong effect even after changing the growth opportunity, profitability, industry, firm age and firm size (Bao et al., 2008).

Name of a brand differentiates a product from its competitors and make out the firm's source. Therefore, product demand can be increased by useful brand names. Brand awareness helps in identification of the products by the consumers with famous and renowned brand names. When consumers have a little knowledge about product quality, product reputation operates as a substitute for quality (Bao et al., 2008).

Brand name plays a vital role in increasing the value of a product. The primary purpose that a brand name serves is that it tells about the quality of a product. The value that is added to a product by the brand is called brand equity. This value is apparent when brand name creates the effects like brand loyalty, product trial and positive brand attitude which would not create these effects if the brand name is missing from the product (Le et al., 2012). Research findings are the same in terms of brand colors and logos. It is evident from previous researches that customer's positive emotional response is essential for the success of logos because the influence is transferred from the logo to the brand (Le et al., 2012).

Literature shows that brand name clearly shows the benefits of the product which is constant in brand name meaning up to a limit that consumers have confidence in this quality sign and consumers knowledge about the brand for buying decisions. Consumers uncertainty can be reduced regarding the brand choices if a product has the right brand name and provides helpful information. Brand names include self-concept, personal expression, and social approval, which generate symbolic benefits. Literature also shows that a brand name is a communication form. For the success of a product or a service, both the implicit and

explicit meanings that the consumers take out from a brand name is fundamental.

2.4.2   Brand Logo

Research shows that logos play an essential role in developing a brand because logos are the first visual demonstration of a brand meaning and provides a summary for the marketing efforts of a brand. (Henderson & Cote, 1998; MacInnis, Shapiro & Mani, 1999). Considering both the indirect and direct tools of marketing communication, including, business cards, packaging, advertising and letterheads, promotional materials, the most prominent visual elements are logos. Logos can consist of typeface elements or a wide range of graphics that can be word driven, including pictorial marks, stylized letter marks or word marks (Machado, Lencastre, Carvalho & Costa 2012).

Logos help in speeding up the recognition process of a brand or a company. The basis behind the fact mentioned above is that pictures are apprehended quicker than words. Selecting a logo is crucial because logos are one of the main elements to communicate a product or company image to gain customer attention and to speed up the recognition process. Even though logos have widely been used, many logos stir up negative assessment leading towards the corporate image that is negative and damaged (Machado et al., 2012).

Logos include a wide range of typeface and graphic elements. Logos refer to the graphic design used by the company for the identification of a product/company that may or may not be with its name. Logos are viewed by the semiotics as a sign system that the company uses to communicate itself to the external as well as internal audiences. Past literature on corporate identity considers the logos as the signature of the company on its products (Machado et al., 2012).

Logos act as an identification tool, a quality mark and enhance the reputation of the

company (Dowling, 1994). If properly managed, it helps in creating competitive advantage makes corporate communications simpler. The main parts of CVI elements include the company's name, color schemes and logo (Melawar & Jenkins, 2002; Van den Bosch & de Jong, 2005).

Past literature shows that the logos should be familiar, recognizable, recall a positive affect and should bring out a definite meaning to its target audience. The process of brand or company identification and recognition is augmented by logos. The basis behind the fact mentioned above is that pictures are apprehended quicker than words (Henderson et al., 2003). Logos are essential since many communication elements are seen for a short period like walking by shelves or products, flipping through magazine or newspaper advertisements or maybe some other outdoor advertisement.

If the following two preconditions are met, logos could create added value for the company. Firstly, stakeholders must not forget watching a logo. Second, a brand or company is reminded by the brand logo. Companies want their name to be remembered so to serve this purpose, and logos are a short and a simple way of expressing a product or a company. An adequately managed logo can enhance the reputation, standing and competitive advantage (Pittard, Ewing & Jevons, 2007).

2.4.3   Brand Color

Colors create aesthetic appeal for the targeted audience and therefore are essential as attractive products can gain more attention as compared to those products which are unattractive. It is a fact that attractiveness facilitates information processing and maintains attention (Kauppinen-Räisänen & Luomala, 2010).

Specific colors are attached to certain brands by the consumers like Cadbury is attached with purple color, Marlboro is with red color and similarly Guinness with black color (Jabbar, 2014). These elements create visual equity like colors, shape, symbols and lettering (Kauppinen-Räisänen & Luomala, 2010). The value generated from the visual form, i.e. feel and look of the brand, is called as visual equity. It enhances recognition of a brand and makes a brand to be noticeable on a shelf. The desired image of the brand is also communicated through the brand colors. If the colors are appropriately chosen, they can bring out a positive value to the brands (Kauppinen-Räisänen & Luomala, 2010).

Color is the only brand element which projects a brand with some intrinsic meaning whereas the studies in the past confirmed the logo's influence (Henderson & Cote, 1998), name (Klink, 2000; Keller et al., 1998) and typeface (Childers & Jass., 2002). During a usual course of reading, recalling the color of words is not usual. When adults learn brand names, it provides them with a vital retrieval cue (Tavassoli, 2001; Macklin, 1996). A wide range of associations is induced by colors. Most importantly, the desired brand image is communicated in the consumer's mind through the brand color (Madden et al., 2000).

The intrinsic or hidden denotation of colors had been studied in branding by the use of words that describe the prominent qualities, personality traits and various emotions (Grimes & Doole, 1998). For example, a study was done in the US clearly showed that the student in the US relates blue color with high quality, accurate and dependable, red color with love, grey color with high quality and dependable, black with powerful and expensive, yellow color with happy and purple color with inexpensive and progressive.

Putting it more precisely, colors are one of the widely used elements in the identification of a product. It illicit a positive feeling for the brand and transfers the inherent

meaning as it has become visible in packaging, advertising, distribution and the product itself. To stir up feelings in consumers, fashion industry regularly observes a frequent change in prominent colors, and this can be seen with season changing (Clarke & Costall, 2008). Colors play an essential role in imparting symbolic values, creating brand identity, disseminating information and suggesting imagery (Henderson &Cote, 1998).

2.5   Brand Communication

Brand Communication is the mediating variable used in the study. To improve the perceived quality and favorability of the product, it is significant to consider the brand communication of that particular product (Grubor, 2017). In integrated marketing, brand plays a very critical role (Schultz, 1998). A brand is a hub or that central thing which is desired by the consumers and is according to the wants, demands and needs of the consumer. It is because of the brands that the organizations have continuous and ongoing relationships with the consumers and customers. The primary and core purpose of brand communication is to expose and to generate awareness of the brand among its audience. Its effect, in terms of higher recall and increased awareness, can be increased to the optimum level so that the customers get satisfied by buying the brand which has a high recall. Consumer response is affected by brand communication exposure. This can be measured through the variables like brand recognition, brand recall and brand awareness (Schultz, 1998).

To manage and maintain relationships with employees, customers, government regulators, channel members, suppliers, community and the media, brand communication is the primary and the most significant element. The primary aim of brand communication is to develop and augment brand loyalty to strengthen the association between the consumer and

the brand by attracting the customers towards them (Duncan &Moriarty, 1998).

To be successful in launching a new product or service, brand communication plays a vital role and is an essential factor. Incisive and smart marketers make a lot of effort in developing, sustain and maintain their brand's positive attitude for their customers which is primarily done through brand communication. Many studies in the past have found that brand communication plays a significant part in creating brand awareness and brand personality (Kempf & Smith, 1998).

Brand elements like the brand name stir up the feelings of liking, confidence and trust for the brand (Turley & Moore, 1995). This indeed shows that a brand name is a handy tool of communication in generating brand awareness, attitude and brand personality, and it should not be overlooked (Grace & O'Cass, 2005). There is not much evidence to support the influence of marketing activities in social media in building brand equity and manipulating the behavior of the consumers regarding brands.

Researches by (Godey, Manthiou, Pederzoli, Rokka, Aiello, Donvito & Singh., 2016; Dwivedi, Alalwan, Rana, Dwivedi & Algharabat, 2017) investigated the association between these two elements by examining various luxury brands like Dior, Gucci, Hermès, Louis Vuitton and Burberry. Their study demonstrated the association between social media marketing and brand loyalty, brand price and brand preferences. The significant contribution of their study exhibits that social media marketing efforts positively impact brand equity dimensions.

Brand communication is a very complicated topic, as there are many definitions given by many scholars in the past to explain this concept. Van Riel (1995) stated that a definition which includes and highlights the group of targeted companies is the most pertinent. He put

forward his definition of corporate communication as a marketing tool through which all forms of external communication and internal communication are coordinated and synchronize in a well-organized and successful manner to create a positive and constructive relationship with the people and groups on which the organization is relying on. There are three main elements upon which corporate communication is based on, and these elements are organizational communication, marketing communication and management communication.

The process or activity which creates a relationship and helps to link people together is generally perceived as communication. (Duncand & Moriarity, 1998). All brands are considered to have their unique communication dimensions (Heinonen & Strandvik, 2005; Duncan & Moriarty, 1998). However, marketing professionals and practitioners treated marketing communication as the voice of brands (Keller, 2009). They considered them an essential tool with crucial strategic importance when it comes to building brands (Keller, 1993).

Literature supports the fact that marketing communications were an integral aspect of the brand building if it was based on a distinct brand identity (de Chernatony, 1999; Aaker & Joachimsthaler, 2000). Joyce (1967) introduced the notion of marketing communications role in building a brand by presenting his theory that consumers attitude can be changed or influenced with the help of proper advertisement through AIDA model (Argyriou, Kitchen & Melewar, 2005). After the inception of this theory, various theoretical frameworks were established to describe the effect that marketing communications had on brands (Vakratsas & Ambler, 1999). Though, recently marketing communications are considered to contribute towards the construction of high brand equity based on customer perception (Vakratsas &

Ambler, 1999; Yoo, Donthu, & Lee, 2000).

Generally, external stakeholders could be communicated by brand experts by merely using the approach of mass communication, where the information is directed only in a single direction, i.e. from company to market (Keller, 2010). More emphasize was given to advertising techniques (Keller, 1993; Aaker, 1996). Recently approaches like mass communication has become the page of history. Nowadays, communications are considered to be disseminating in four multiple directions: between external stakeholders and brands, between internal stakeholders and brands, among external stakeholders and internal stakeholders and external stakeholders. Thus, this stream of communications constitutes diverse relationships and diverse interactions. (Keller, 2009).

In this new environment, one of the most challenging tasks is the management of diverse options of marketing communications as fully controlling of these communications are beyond the control of the marketers. If the focus is simply shifted on two vital tools of marketing communications, word of mouth and advertising marketing, which are also considered to have the most influential impact on brand equity, a definite change can be observed (Ilfeld & Winer, 2002).

The mediums of advertising which were quite common in the past like newspapers, magazines, radio and televisions are nowadays considered to be traditional advertising channels. In the current digital age, new advertising mediums had emerged like mobile phones and the internet, which subsequently had given birth to online mobile advertising. Adverting traditional mediums were quite complex to handle, especially advertising on TV which has transformed to advance and additional functionalities with the shift in the digital era.

Additionally, marketing based on word of mouth, that was previously dependent on the consumers, had recently emerged as an activity of marketing communication which is planned and can be explained as an activity which is focused towards influencing the communication that exists between consumers to consumers. Marketers focused on engaging customers in particular WOM (word of mouth) along with other tools such as viral, buzz, guerrilla and social media marketing (Kozinets, Valck, Wojnicki & Wilner, 2010).

Word of mouth in the new environment is also termed as EWOM (electronic word of mouth) which took place on various online mediums such as social networking sites, virtual communities, forums, consumer review websites, emails and blogs. EWOM is considered as an influential tool that empowered marketers to listen, talk to and reach the consumers for the sake of improved understanding regarding their needs, wants, demands and their purchasing behavior.

Organizational communication includes a range of activities like environmental communication, labor market communication, public affairs, investor relations and internal communications. A specific group is targeted for each form of communication. Peugeot Citroen highlighted the importance of communication strategy. Its communication promoted the image of groups both externally and internally. They are of the views that the essential part of the long-standing strategy of Peugeot Citreon is to have a positive external and internal image. From their point of view, it enhances effective communication with different groups like media, opinion formers, young people and the employees (Peugeot Citroen, 2003).

In management communication, the managers transfer different communication to their employees regarding the administrative issues as well as the aspirations and aims of the company. In doing this, all three management levels, i.e. lower, middle and top-level, are involved in communication. The most preferred communication outcome is setting up a trust in the organization and maintaining it, mounting a company's shared vision within the organization, motivating employees and empowering them, commencing and supervising the change process (Pincus, 1991). Management communication role must be given importance. Excellent communication should be from everywhere, including the CEO of the organization.

It is of particular importance for externals because the external stakeholders are those who's vision of the organization is communicated. Chief executive officer of Virgin Group, Richard Branson has attained a perfect and positive image of the company because he frankly and openly expresses and communicates all the company's success and failures.

On the other hand, the Chairman of Shell, Phil Watts, has recently come under fire because he was a poor communicator. Various stakeholders and leading investors said that Mr Watts was running an FTSE 100 companies and was the poorest communicator (BBC News, 2002). Though it is something extraordinary for the stakeholders to disapprove and condemn one of their very senior executive officers publicly, yet they are of the view that things will get even worse until and unless his communication skills are improved. Shell's market share price was diminishing, and its rivals were performing better than Shell. BP is one of the biggest and strongest rivals of shell and is the best communicator. Mr Watts, in return to this condemnation, said that to get his message conveyed to its stakeholders, he would make double efforts. The example of Peugeot can also be taken for the significance of

excellent communication between the management.

Peugeot is the second biggest manufacturer of cars in Europe, and it has a robust system of internal communication. Peugeot is of the views that internal communication, i.e. between the internal stakeholders of the company and the management, is of vital importance. Internal research of the company shows that the company holds a meeting bi-monthly with the internal members of the company from the central functional departments. In these meetings, they discuss various sorts of issues prevailing in the company. Company's performance is conveyed to the employees, and they are told about the market share of the company. They welcome and introduce the new company members at the meeting. Internal stakeholders believe that such meetings in the company not only empower the employees but also create an atmosphere like that of a family. These weekly meetings in the company focus on maintaining excellent communication between the employees and the management. In addition to it, all the new entering employees are required to spend a specific amount of period in the production department of the company to fully aware themselves of the goals of the company and to understand its true meaning. This emphasizes the importance of a shared vision of the company.

Marketing communication is that function where the company faces the highest spending in terms of the communication budget. Marketing communication includes communication done to sell goods and services (Van Riel, 1995). Marketing communication consists of the advertisement like information on groups targeted, financial data and ad agencies data. Marketing communication must be strategically integrated and well-coordinated (Duncan &Everett, 1993). Taking an example of Peogeot who, being a multinational company, has to sell its products to different countries. Peogeot sells the same

product in different ways with specific values for different markets, meeting their demands. The way they do their advertising shows the Peugeot's strength as they cater to the needs of different cultures of different countries.

Organizations use different strategies for their same product. For example, in Germany, people are entirely unaware of the brand, so Peugeot does its advertisement focusing on creating awareness about the features of the cars. On the other hand, in France, the advertisements contain a humorous appeal to attract the audience and the more weightage and importance is given on car as a natural leader. The difference in strategies shows different buying behavior of consumers in different countries.

2.3.1   Controlled Communication

Controlled communication, i.e advertising and promotion, is an essential tool for an organization which is used to remind, inform, convince, and instruct the consumers about a particular brand that they sell through advertising and promotion. The objective of controlled communications is to spread information and awareness for customers. It is a measure of how much information is significant for consumers. The more favorable response will be from a consumer's side, more informative the communication will be considered in delivering brand information. A consumer's mind is influenced by the brand response related to controlled communication (Stafford & Day, 1995).

For the services industries, tools for controlled communication like promotion and advertising are essential for communicating about the services. For instance, the advertisements for service industry adopting an informal or rational approach lowers down the uncertainty, and this increases the potential customers and its most likely that

the customers will purchase in future. The perceived personality of an experience good is increased by controlled communication like advertising (Cobb-Walgren, Ruble & Donthu, 1995).

Organizations can communicate with customers in a variety of ways using different medias. To increase the effectiveness of communication, it is crucial to use the relevant media. To get a satisfactory response from the customers, the targeted customers should be well aware of the company's vision and mission statement. For this, third parties are not a source to be relied upon, instead of controlled communication channels should be used and are very significant for the people to get information. Due to the nature of their different activities, using appropriate communication channels is a significant task for managers. Of the communication tools, advertisement is one of the most "visible, recognizable, and memorable elements of organizational communication". Through advertising, organizations might reach millions of people, and a distinct advantage of it might drive many people to support and attract the brands.

The brands and companies are represented by controlled communication which is a means by which customer relationships can be created, and a dialogue can be established. Various questions such as who made the product, product benefits and purposes etc, can be answered through controlled communication and it helps create a linkage between the brand and feelings, experiences, events, place, and people etc. The ability to capture exact customers in accurate place at an accurate time and accurate message is increased by controlled communication tools (Panda, 2009).

Due consideration regarding the persuasive power can lead to effective controlled communication and in addition to it, knowing about the environmental factors

can also result in the effectiveness of communication (Grehalva, 2004). One of the most critical elements of controlled communication, i.e. promotion, advertising, sales promotion, and several other promotional tools are used to make a communication with the customers (Samson, 2010). To influence a purchase, controlled communication like advertising and promotion is used, which creates a linkage between a customer and the buyer (Kotler & Armstrong, 2010). Controlled communication has a significant influence on customer purchase and so an excellent controlled communication strategy can help a business in being successful. A successful brand uses a good communication strategy so that a greater number of customers gets attracted. This will increase brand awareness and company awareness, as well (Reed, 2013).

2.3.2   Uncontrolled Communication

Uncontrolled communication means any emergent or unintended message through informal communication channels or third-party reports on the part of employees with outsiders (Markwick & Fill, 1997). Information or messages which are used by the media often has an adverse effect on the company, and this bad effect brings so many disputes to the brands. Organizations and brands have either a negative or positive effect of uncontrolled communication, and this also affects the corporate reputation and the perceptions of the stakeholders (Melewar and Jenkins 2002).

For making a purchasing decision, many consumers rely upon uncontrolled communication tools such as word-of-mouth. The reason behind this is the fact that word-of-mouth communication is fast and participatory. All the decisions related to purchasing gets affected by the disclosure of uncontrolled communication (Schindler & Bickart, 2005). The related information about the brand and the opinions regarding it is gathered by

the people before making a buying decision (Attia et al., 2012). If a customer is unaware of a brand or he has never thought of purchasing a particular brand, it is least likely that he will make a purchase. Indeed, he will prefer buying some other brand with whom he is familiar with. A significant number of people inquire about the brand that they ought to buy from other people. In this regard, more responsibility is given to those who have some information or experience regarding the brand (Osmonbekov.et. al. 2010). The people who have less uncertainty avoidance tend to rely more on the people suggestions because they find it easier to be dependent or other's suggestions. When a person has zero experience regarding a brand, it is more likely that he will become biased in getting positive or negative information regarding a brand (Goldsmith, R. E., & Horowitz, D 2006).

It is the power of uncontrolled communication that directs experiences of friends, families and colleagues can be shared and hence making the information trustworthy. The importance of uncontrolled communication is essential for both practitioners and academics. Controlled communication tools reinforce the controlled communication of an organization because its contents, either positive or negative, have damaging or heartening effects (Van Hoye & Lievens, 2005). The response of the consumers about how they perceive the identity of a brand is derived through uncontrolled communication (Anisimova, Weiss & Mavondo, 2019).

2.6   Brand Equity

Brand Equity is the moderating variable used in the study and is defined as the outcome that is provided by a product because of its brand name as compared to the products that would provide the outcome having no brand name is called as brand equity (Ailawadi, Lehmann & Neslin, 2003). In other words, it can be said that benefits or

profits acquired by its brand name's power are called as a brand name. There are three approaches to evaluate brand equity (Keller & Lehmann, 2003). These approaches are product market, customer mindset and financial market. All these three approaches have their weaknesses and strengths (Ailawadi, Lehmann & Neslin, 2003).

The future potential of the brand is captured by the financial market. Marketing activities are measured by the product market, but the future potential is not captured by these closely related activities (Kamakura & Russel 1993; Swait et al., 1993). The future value is estimated by relying on some unpredictable measures and also by subjective measurements (Simon & Sullivan, 1993). The above mentioned two approaches have their analytical value to a limit. Brand's weaknesses and strengths are identified and measured by the third approach, i.e. customer mindset (Keller, 1993). These three approaches provide a detailed overview of escalating brand equity. The information about the performance of the brands, i.e. brand's profitability and market share is scarcely provided by these approaches.

One of the primary goals of top management is the creation of a long-term connection between customers and brands, in other words, if customer commitment has been developed, and brand equity has been built. Brand equity reduces marketing cost and increases customer retention leading to higher marketing profitability (Jeon, 2017).

Several researchers have presented different definitions of brand equity. Brand equity is described as the power of a brand which is attained by the brand name, symbol or logo. Brand equity is built by the trust that consumers have in the brands as compared to the other brands, and because of which consumers develop loyalty. Measurement of brand equity is considered by many studies as a global issue and is in line with the definition as

that of a value-added of a brand. Price premium, purchase behavior and consumer perceptions are the measurement tools which are in line with the brand equity (Farhana, 2012).

Studies by Christodoulides (2015) and Keller (2016) show that measurement of brand equity is a global issue and is in consistent with the concept of value addition of the brand. Tools like purchasing behavior, consumer perceptions and price premium are also consistent with brand equity.

Aaker (1991) was the pioneer in giving the concept of brand equity with both the dimensions, i.e. behavioral and cognitive. Brand equity was defined by the author as the assets or liabilities that provide value or reduce the product value and are attached to the brand logo, symbol or brand name. The five dimensions that he considered for brand equity is a brand association, brand perceived quality, brand awareness and brand loyalty and some other assets like trademarks, brand-exclusive rights and communication board.

In marketing theory, the two major categories of consumer-based brand equity and that are customer's perception and customer's behavior. Customer's perception includes a brand association, brand awareness and brand perceived quality. Whereas, customer's behavior includes the readiness to give elevated price and brand loyalty.

The notion of brand equity was initially introduced at the beginning of the 1990s. At that time, this concept was not explained accurately; however, in terms of practicality, it intended that brands should be recognized as financial assets by the financial markets and top management of a company. The concept holds that not only brand value is reflected in the brand equity, but it also contains other valuable intangible features such as manufacturing know-how, trademarks, patents, technologies and value of proprietary.

Brand equity is also represented in the stock price of any company which is evident from the fact that when a brand is in trouble or rejected by the consumer, it significantly impacts the stock price of that company as well (Aaker 1996; Kerin & Sethuraman, 1998; Keegan, Moriarty & Duncan 1995). Brand financial value is dependent on brand strength. It can further be consolidated by investing in advertising and product quality.

On the other hand, short term sales can be triggered by offering and introducing price promotions, but it does nothing to build brand equity long term image. (Barwise, 1993). Generically, brand equity could be explained in the context of marketing that effects distinctly, which is associated with a specific brand. Brand equity is related to the fact that different results could be extracted from the marketing efforts of a service or product because of its brand features if evaluated to the results of a same service or product which had different identification. Thus, researchers expressed many points of views on brands equity. Still, the overall views are consistent with the fundamental brand equity concept that demonstrated the "added value" feature of service or product which rose from previous investments in the marketing strategy of that brand. Researchers had studied brand equity thoroughly and recognized that there exist various ways in which brand value can be created and evaluated; and also there exist such ways as well which leads towards brand exploited or manifested to benefit the organization (Keller, 1998).

Two compelling general motivations exist in extant literature to evaluate brand equity. First one is motivation based on financial terms which are keen towards the analysis of brand value so that it can be recorded in terms of accounting and assessed its value for the sake of recording it in the balance sheet and take advantage of it in situations like divestiture, acquisition and mergers. The second reason is purely based on a strategic

ideology which is destined towards improving and enhancing the strategic value of the brand in terms of marketing and productivity. It took consideration of the aspects like flat demand, greater competition, and higher costs to bring efficiency in their marketing expenses. Resultantly, marketers require comprehensive knowledge of consumer basis based on which they can make better strategic decisions regarding their product positioning and target market placement.

Indeed, one of the organizations most crucial and precious assets is the knowledge of the consumer perception (mind) regarding a specific product which is then utilized by that company to improve the productivity and marketing investment programs. Financial evaluation of brand is useless if a brand fails to create value in the mind of the customers or if the marketing managers are unaware of exploiting the brands by devising profitable brand strategies (Keller, 1993). The concept of brand equity can be explained in various ways, and most importantly, it should be noted that it has value both in the eyes of the brand's user and to the branding company. A substantial element of brand equity definition is virtually the continuous increasing impact of a brand in comparison with the notion of how a customer responds when same service or product is being provided to him which is unbranded (Barwise, 1993).

The studies also showed that brand equity not only creates the value for the firm but also for the customers. From the customer perspective, brand equity provides value by increasing shopping and efficient processing of information, reinforcing buying, improve decision-making confidence and building self-esteem. For the company, the value is created by increasing the profits, improving marketing effectiveness and efficiency, constructing brand loyalty, gaining uniqueness over competitors and maintain the leverage

over other vendors/distributors (Bagozzi, Rosa, Celly & Coronel 1998).

Many strategic advantages are gained by companies through equity; it is extremely useful in creating line extension. When the life cycle of a product is about to decline or end, durable brand equity makes a brand to become more competitive and last longer. Similarly, during economic turmoil, a platform is provided by brand equity which also served as a survival instinct which helped a company to maintain its profitability than competing brands which have comparatively weaker brand equity. International markets recognized the importance of brand equity. Brands which are available globally have international visibility and presence, and its expansion becomes easy if the brand equity is more substantial. Brand equity also empowers branded services or products providers to charge the price as premium. Various prominent brands are known as quality brands and people who develop an association with some specific brand do not bother to pay more for the quality products which they like. Therefore, the real challenge for the companies is to identify the spot where people confidence can be translated into premium prices, and people seem to be happy about it. (Keegan, Moriarty & Duncan, 1995)

It is also essential to know that brand equity also aids the companies to distinguish a product from the offering of its competitors. It also facilitates as a factor of quality that provides definite landmarks in the minds of the customers and provides selling edge during promotional and price wars and refrain losing of market share by enabling a company to respond to the threats posed by its competitors. The fundamental principle while considering the brand equity recognizes the fact that brand's power lives inside the consumer minds which they have gained through their experience of that particular brand. Brand equity conceptualizing provides benefits to marketing managers in terms of

reshaping the strategies and marketing programs that help enhance the brand's value. Although the principal objective of various marketing programs is to enhance the sales, therefore, developing brand knowledge structure is of utmost importance so that customer can respond positively towards the branding activities (Keller, 1993).

Brand equity can be explained as the differential effect created by the brand knowledge on customer response regarding the marketing of a specific brand. This can be divided into three main classes. 1) Customer response towards marketing, 2) Brand knowledge, and 3) Differential effect. Initially, differentials in customer response lead to brand equity. If no difference is observed, then the brand can be termed or categorized as generic or commodity version of a product. Besides brand knowledge of consumers in a real sense shapes different responses towards a specific product. Though marketing activity strongly influences the customer brand knowledge; ultimately, the brand equity depends on the actual perception which a customer has inside his head. Lastly, brand equity is an outcome of the customer differential response, which is also imitated in his choices, perceptions and behavior attached to all facets towards the brand marketing (Keller,1998).

From a customer perspective, brand equity conceptualizing is quite fruitful as it advises guidelines for both marketing tactics and strategies along with areas where research can assist in improving the decision making of the management. This conceptualizing can be further broken down into two aspects. Initially, specific brand marketing activities should be keenly monitored by the marketers so to identify the impact it creates on knowledge of that brand along with the impact that knowledge of brand creates on a most crucial measure of traditional outcome also known as sales. Lastly, the

entire future marketing strategy attached to a specific product could be affected mainly by the brand knowledge if perception has already set by the customers because of short term efforts of marketing. In brief, the structure and content of the perception will impact the effectiveness of future strategies regarding a brand. Therefore, marketing managers should have explicit knowledge of how consumer brand knowledge can be affected by marketing programs and how to recall the information, if needed, regarding a specific brand.

Brand equity can be considered as negative or positive when consumers respond less or more positively towards a specific product and how the marketers choose to advertise a product in comparison to when it is not being marketed. Brand equity based on customer perception leads to a more optimistic approach of a customer in terms of new brand extension acceptance, less sensitive to withdrawing of advertising support and price variation (increase). Familiarity with the brand, along with the positive brand perception of customers, leads to customer-based brand equity.

The positive response of customer could result in increased profits, lower costs and enhanced revenue for a company (Keller, 1993). One of the main challenges in creating brand equity based on a customer is brand knowledge. Brand knowledge consists of, 1) understanding about a brand, which shapes the customer capability to recall and recognize the brand, 2) image of a brand, which involves consumers associations and perceptions of the brand. Brand awareness fundamental requirement is that customer should be exposed to the brand multiple times and positioning of the brand in his memory that can lead to his decision about consumption, usage and purchase of that brand. Unique favorable and robust brand associations can lead to the creation of a positive image of that brand.

Brand awareness is dependent on brand node strength which exists in customer memory and is depicted by his capability to be familiar with the products and services under various situations. Brand awareness involves. 1) brand identity knowledge showing the consumer ability to accept brand prior exposure, 2) recalling of a brand that leads to consumer ability of brand retrieving, when a specific category is mentioned before him, or any other question or situation related to that brand is placed before him. Brand awareness could be highlighted as per the breadth and depth of that brand. The brand awareness breadth involves various consumptions and purchases situations that lead to a point where the brand comes to mind. In contrast, brand awareness depth relates to the fact in which brand could be recalled or recognized. Another way to explain brand image is that consumer perception regarding a particular brand demonstrated by the strong associations of his memory. Informational nodes are related to these brand associations associated with the memory nodes that hold the actual brand meaning for customers.

A brand association can be of many types, including both non-product and product-related, functional, experimental, attributes, attitudes and symbolic benefits. Brand equity which is customer-based took place when associations regarding these brands are unique favorable and robust. Consistent and relevant information when presented over time leads to the creation of strong associations of brand. Positive brand associations evolve when the customer is convinced that the brand has the potential and is actual in aligning with the requirement necessary to satisfy customer wants and needs. Brand association uniqueness, favorable and strength had an integral role in creating a distinctive reaction developing the brand equity, when the involvement in decision is high which reflects in customer ability and motivation which is also sufficient (Keller, 1998).

Brand image is considered as a standard set of impressions that shapes our perception regarding a particular brand, involving the features that distinguish or identify it from others; its promised benefits and personality acquired by this brand. Brand image is a highly perceptual and subjective singularity that is created via consumers emotions, whether interpretation or reasoning. Sharp brand images can be utilized to inflate the self-image of a person (de Chernatony & Dall'Olmo Riley, 1998; Keegan, Moriarty & Duncan, 1995).

2.6.1 Brand Equity and Its Dimensions

In modern organizations, brand equity has been of great interest. For over a decade it has been of great importance in term of academic research and investigation. Service quality and differentiation, which are essential marketing and branding concepts, create brand equity. This concept states that how the customers will behave and react constructively towards the branded product as compared to their reaction towards the same category ordinary product (Aaker, 1991; K. L. Keller, 1993).

Keller (1993) defined brand equity as the difference of consumer response toward brand marketing depending upon brand knowledge. Research studies in the past show that brand equity augments brand loyalty toward the products and the company both (K. L. Keller, 1993; Moradi & Zarei, 2012) this helps in generating effective communication, strong consumer preferences, high-profit margins, protection against competitors and opportunities for brand extension (Aaker, 1991; Allaway et al., 2011; Buil et al., 2008).

Brand equity affects the consumers in a way that they are willing to pay higher prices which also affects their judgments of a brand psychologically (Aaker & Biel, 1992; Aaker, 1991; K. L. Keller, 1993; Styles & Ambler, 1995; Tauber, 1988), it increases the competitive advantage and augments the cash flow sustainability (Srivastava & Shocker, 1991). It also increases the product and services value (Fombrun,1996).

There has been a lot of research by the scholars on brand equity concept. Still, there is no specific measure to capture the multidimensional concept of brand equity construct (Raggio & Leone, 2007). Numerous propositions have been advanced to conceptualize and measure the construct. A framework by Aaker (1991) considered the brand equity's managerial view; while (Keller, 1993) advanced a framework using a memory based psychological view. Keller's and Aaker's frameworks were integrated by Park and Shrinivasan (1994) who created a technique for understanding and measuring brand equity which was survey-based. His framework was further extended by Krishnan (1996) who posited a memory-based viewpoint of the construct to categorize the relationships between the dimensions of brand equity.

Erdem and Swait (1998) offered a framework using a different method based on singling theory and the financial information. Aaker's (1997) framework was extended by (Yoo & colleagues 2000), which identified the brand equity dimensions and its background. (Netemeyer,2004) improved and developed the framework given by Keller by validating and developing measures of brand equity dimensions.

Different models in the literature are there which tell how the brand equity is formed. The brand equity, with its four dimensions, was explained by Aaker (1991). And these dimensions are brand awareness, brand association, brand perceived quality and brand

loyalty. Keller (1993) has talked about the two major components comprising of brand image and brand awareness. The brand image includes a brand association, strength and favorability, whereas, brand awareness includes brand recall and brand recognition. According to Lassar et al. (1995), brand equity is divided into five variables which include brand attachment, trustworthiness, value, social image and brand performance. Brand equity was divided into two components, namely brand meaning and brand awareness by Berry (2000). In the same manner, various researchers gave brand equity dimensions. All these dimensions are similar to the dimensions given by Aaker (1991).

A significant number of empirical researches on brand equity dimensions (Ahmad & Sherwani, 2015; Buil et al., 2013; Jalilvand et al., 2011; Tong & Hawley, 2009; Pappu et al., 2005; Yoo et al., 2000) are all adopted and derived from the model of Aaker (1991) in which four constructs are defined in brand equity model. Among several previous applied types of research, one of the most applied and most cited models for brand equity is the one given by Aaker (Tong & Hawley, 2009). Thus, the model chosen for the study is developed by Aaker (1991)

There are four dimensions of brand equity namely, brand awareness, brand loyalty, brand association and brand perceived quality. Perceived quality of a brand is the supremacy, or the preference given to a particular brand (Netemeyer et al. 2004; Aaker 1991). Aaker (1996) gave the brand awareness definition as the brand's strength that a consumer has in his mind. Putting it in other words, the ability of a customer to recall or distinguish a brand is called brand awareness (Pappu et al., 2005; Aaker, 1991). Brand loyalty can shortly be expressed as the commitment of a customer to purchase a product or service again and again in the future. It includes consistency in product purchase even

though market influences are there, which may cause the customer to switch to its competitors (Oliver, 1997). It shows that customer's motivation towards being loyal to a product or service and is be seen when a customer prefers a particular product over another (Yoo & Donthu, 2001). Aaker and Joachimsthaler (2000) defined brand association as anything that can be related to a brand. It may include a product profile, corporate awareness, signs and symbols, image-making of a consumer, consumer's conditions and brand characteristics (Aaker & Joachimsthaler, 2000). Empirical researches in the past show that the two concepts, brand awareness and brand association can be joint together and a new dimension of brand equity association/awareness can be created (Yoo & Donthy, 2000). As a result of this, many studies have measured and conceptualized the dimensions of brand equity as brand loyalty, brand perceived quality, brand association and brand awareness (Yoo et al., 2000; Yoo & Donthu, 2002; Yasin et al., 2007).

2.6.1.1   Brand Perceived Quality

The consumer perception about the superiority or particularly the quality of a product or service than its competitors is called as perceived quality (Zeithmal, 1988). Consumers choose brands with high perceived quality as compared to those brands with low perceived quality (Yoo et al., 2000). In today's competitive world, companies need to analyze and identify those features that customers are in search of in terms of quality. By doing this, companies may succeed from their competitors. It has become an important strategic weapon for the companies and has become a necessity for the companies to look for their quality these days (Atligan, 2005).

Perceived quality of a product or a service can be explained as the perception of superiority or overall quality of a service or product associated with its replacements.

Perceived quality is a summary concept, thus determining it objectively is a bit difficult (Aaker, 1991). Perceived quality is important from various perspectives. It provides a fundamental reason to purchase any product. It influences the fact that which brands customer needs to exclude or include in his consideration set and how to choose further from that set. A major positioning brand feature is its available location within the perceived quality dimension. Companies can charge a premium price on the brands which customer perceived to have high quality. Thus, perceived quality can increase the overall revenue, improve profits, and provide the reinvesting opportunities to a company related to some specific brand. For channel members, distributors and retailers perceived quality is entirely meaningful as it aids in establishing distribution mediums. Similarly, channel members are also interested in carrying those brands whose quality in customer's eyes are well high than others.

By announcing brand extensions, companies also exploit perceived quality, based on brand name companies tend to penetrate or introduce new product lines. Besides, a well-reputed brand in terms of perceived quality can go for horizontal integration with vast chances of success in comparison to weak brands (Aaker, 1991).

2.6.1.2 Brand Loyalty

Brand loyalty is the foundation and a core concept of brand equity. Customers who are loyal are comfortable buying a product even if their competitor is providing better price, features, and more easy functions. Brand loyalty means a commitment to buy a particular or specific type of product. It measures the propensity of consumers brands; it helps consumers become permanent buyers. Loyal customers do not have any interest in buying other brands as they are permanent buyers, and they always attempt to buy that brand. A loyal customer's

buying decision becomes his habit, and he always buys the same product, and it leads to customer satisfaction. The higher the number of loyal customers an organization has, the more profitable the organization is. Brand loyalty has been recognized as an essential concept of brand equity, and loyal customers are an essential asset of an organization (Solomon, 1992).

Brand loyalty depicts a positive attitude of the consumer towards consistently purchasing of brand gain and over again. It is the outcome of customers' confidence in a brand that has the potential to quench their need. In marketing literature, two approaches have been established to study brand loyalty. The first approach is known as a behavioral approach, which points towards customer habit of purchasing a brand repeatedly, and it shows a strong indication of brand loyalty. The second approach of behavioral loyalty explained the loyalty by portion or sequences of purchases. Continuous behavior of purchasing is considered to depict strong response stimulus and reinforcement link. But there is a strong possibility that this repeated purchase is based on inertia rather than having brand commitment.

The second approach towards brand loyalty is cognitive, which refers that just repeated purchase behavior along cannot constitute brand loyalty. Loyalty also needs commitment towards a specific brand which cannot be measured by merely analyzing behavior patterns. Due to the lowest price in the market, the consumer may prefer to buy that specific brand. If price increases, the purchase behavior will be shifted to another cheap price brand; therefore, continuous buying cannot predict the factor of loyalty. The rewards and product (stimulus) links are weak.

Thus, it is concluded that some obvious limitations strictly related to behavioral

approach can be controlled if loyalty involves both behavior and attitudes (Samuelsen & Sanvik, 1997). Brand loyalty represents different types of buyers from those whose commitment towards a brand is genuinely high to the satisfied or habitual buyers. Another vital aspect of brand loyalty is that it reduces the marketing cost-effectively by relying on retention concept as the retaining cost or present consumers is quite low when it comes to making new ones. Competitors find it very challenging to attract new customers who are already committed to a specific brand; therefore, the substantial burden can be observed on the competitors offering specific brands. Neglecting existing customers in search of attracting new ones is not a good marketing practice. In some cases, loyal customers can attract other customers as well by advising and encourage them regarding the use of a specific brand (Aaker, 1992).

The phenomenon of brand loyalty is complex; seven different approaches have been distinguished so far in favor of brand loyalty. Emotional loyalty creates strong and healthy emotional bond based on reinforcing, memorable and unique experiences. Favorable word of mouth plays an integral role in shaping cucumber decision. Under identity loyalty, the brand is regarded as self-esteem bolster, self-expression and high impressionable. Prospects of branding into linked categories of products are quite well.

Differentiated loyalty includes perceived superior attributes and features of a specific brand. It includes trials and demonstrations which are quite significant marketing tactics and tools. Contract loyalty reflects the customer perception that if he remains loyal to a specific brand, it will entitle him for some individual or special treatment. Still, it could be questionable by competitors' in terms of customer trust exploitation. Switching cost loyalty explains the fact where the consumer believes that adopting or considering alternatives might

not be worthy of the paid price. In some situations, a consumer may be dissatisfied with a product but remains happy as the competitor offering is also the same. Competitors may try to challenge consumer loyalty by making it easy to switch based on term, training, design, product, and price.

Facility loyalty includes customer brand awareness which is top of the mind. This sort of loyalty is attached and shielded by attention-seeking advertising, consent and awareness that builds top of mind brand. Lastly, it becomes the convenience loyalty that arises due to convenience approaching and buying factor. This loyalty type can be challenged by promoting and establishing convenience channels of similar brands.

Thus, it can establish that few loyalties can be easily shifted as it only represents habits, superficial thinking, convenience and top of the mind facts. (Dickson, 1994). Brand loyalty, which is dependent on the customer base, is generally deemed to be the brand equity's core. It demonstrates the probability of how often a customer switches towards a different brand, especially when a change is made in its features or its price. With an increase in brand loyalty, customer base vulnerability towards its competition is reduced. There are five possible stages of brand loyalty exist. These stages are somewhat modified and always do not exist in their original forms. These stages point towards the fact that loyalty can take various forms and can influence brand equity (Aaker, 1991).

The last stage of loyalty is the consumers who are not loyal and remain neutral towards a brand. Such a buyer can also be known as a switcher. Buyers who are not dissatisfied or somewhat satisfied are categorized in the second level. These consumers are known as frequent buyers. Consumers who are satisfied and considered to have a switching cost like money and time linked with such switching are classified under the third level. These

customers are termed as loyal due to switching cost. People who like brand comes on the fourth level. Their choice of the brand may be dependent on some past experiences, high-quality perception, and symbols. Such consumers can be named as brand's friend due to their attachment and feelings.

Committed customers are placed at the top, and brand usage is their pride. Brand values are quite substantial to them either as an expression or due to its functionality. They feel that using that brand makes them who they are. They have high confidence in that brand and feel honored as recommending it to other people.

Organizations consider existing customer brands loyalty as a strategic asset which, after proper exploitation and management has the potential to create value in numerous ways. Marketing cost can be significantly reduced by identifying or making several loyal customers. It also brings trade leverage in the context of channel distribution. Consumers can develop awareness regarding a brand and can promote encouragement to new consumers based on their own experience. Another vital aspect of loyal customers is that they allow a certain time frame to a company for responding to its competition (Aaker 1991; Dekimpe, Steenkamp, Mellens & Abeele, 1997).

2.6.1.3   Brand Awareness

How a customer remembers and distinguishes between a known and an unknown brand in making a purchasing decision is called brand awareness. Brand awareness shows the connection between the products, services and the branding elements association such as, brand name, symbol and brand logo (Bother, 2007) and registers the brand name in the consumer's mind. The four types of brand awareness are 1) brand recognition 2) high mental

awareness 3) unawareness 4) brand reminder (Bumm &Bonkim, 2005). In brand equity, the brand awareness role depends upon the achieved knowledge. The higher the awareness, the greater the consumers are likely to purchase that particular brand and more significant will be the consideration for the brand (Bennett & Rundle, 2001).

Brand awareness is regarded as the potential buyer ability to recall or recognize a particular product category to which that product belongs to. It contains an association between a product and a brand class. Brand awareness facilitates consistent feeling rather than uncertainty that a brand is linked to a specific type of a product keeping the nature of the type of product in mind (Aaker, 1991).

Brand awareness comprises of brand recognition and brand recall. Brand recognition is associated with previous customer experience with a specific brand when he is asked to identify the brand based on some cue. In short, brand recognition tests the customer ability to correctly identify the brand as previously heard or seen when required by others. Although, brand recognition reflects the nominal level of awareness of a brand as it is simply based on a recall test. The concept of brand recognition plays a very significant role when a customer decides to select a brand during his/her purchase. Brand recall is the second level of brand awareness. It is associated with the information retrieving customer ability when a particular brand category is mentioned. In simple words, brand recall is a process in which a customer successfully recalls brand information based on his experience or social interaction. Brand recall is much more complicated than brand recognition.

In unaided recall, first name brand is considered as the one about which the consumer is most aware. The significance of brand recognition and recall is based on the degree to which

customers takes decision outside versus the ones who take decisions inside the stores. For the consumers who take decisions inside the stores brand recognition in terms of product are much more important to them. Brand awareness can also be classified in terms of its breadth and deepness. In the context of brand awareness, depth raises the probability that brand features would be recalled with ease anything required by the customer. It is important to note that such brands whose recalling is quite convenient would have deeper level than the brands which are simply recognized upon physical contact. Additionally, the breadth of brand awareness involves those elements that affect the mind and influence the purchasing decision in different situations. Thus, brand awareness breadth is founded on a higher degree of knowledge in memory about a specific product or brand (Keller, 1998).

There are various ways in which brand awareness creates value. It provides the basis on which other relations can be connected. Awareness leads to recognition which helps consumers gain a sense of brand familiarity; people like to purchase brands they are familiar with. Familiarity is considered to be sufficient in deficiency of purchase motivation based on which consumer can engage him in brand features evaluation. The initial step in any purchase is to choose from a set of brands from which choice is to be made. This is crucial to satisfy this group simply based of brand awareness. (Aaker, 1991).

There are three significant causes in which brand awareness would play a substantial job in the decision making of the customer. Initially, the customer mind should trigger the buying a particular brand when he/she thinks of a specific brand. Promoting brand awareness could help increase the chances that a specific brand will make into that consideration set which customer will think of choosing from while considering a brand. Next, brand awareness also increases the probability of selecting a specific brand from consideration set,

e.g. some customers only prefer to purchase the brands which are well established or familiar to them. In contrast decision setting where involvement level is quite low, even the slightest knowledge of a brand will convert into purchase decision where the customer will choose a brand from a set that is slightly familiar or known to him. Lastly, brand awareness influences the decision making of a customer by affecting the strength and formation of the brand, reflecting by brand image (Keller, 1993).

2.6.1.4   Brand Association

Aaker (1991) described the term brand association as associating a brand or product with a particular type of brand image or any brand. Customers can have brand associations when they have to choose between multiple brand choices, and they have to make their best choice while having in their minds a specific item or brand. The relation of brand association is with the customer's particular knowledge and this knowledge is build up by the facts, examples and ideas which the product causes. Sentimental values for trademarks are created by these brand associations which distinguishes them from other competitor's trademarks. (Yoo & Donthe, 2000).

Any mental connection to a brand can be linked to brand association. Brand associations involve product classes, life-styles, uses, customer benefits, product attributes, countries and competitors of origins. An association has its strength level rather than mere existence. Company shape their positioning strategies in align with product differentiation and brand association. Association may lead to recalling and processing of information, giving a cause to buy, providing differentiation point, promoting positive feelings and attitudes and provide the reasons for extensions. Besides, associations provided by the brand name, which is well

established can affect user satisfaction and inspire purchase behavior. Even if the associations plays a minimal role in making brand choices, they can for sure reduce the advantage of the consumer choosing any other brands (Aaker,1992)

Brand associations can take different forms. One way to explain brand associations could be the abstraction level, which is, degree of information that is subsumed or summarized in that association. Within this context, brand association types can be further categorized into three primary sorts increasing scope. 1) Attitudes, 2) benefits and 3) attributes. Various further classifications can be proposed among these types as per the association qualitative nature. (Keller, 1998; Dickson, 1994; Keller, 1993). Brand attributes are brand associations first type. Attributes consist of those expressive characteristics that portray a service or product. Attributes can be differentiated based on their direct linkage to the performance of a service or product. Additionally, two divisions can be made regarding a product and non-product related features (Keller, 1993).

Attributes related to products are explained as the elements mandatory for execution of the primary function of service or product needed or expected by customers. Thus, they are linked to product service requirement or its physical composition. These attributes are additionally differentiated as per optional features and essential ingredients, both of which are mandatory for product function, versatility, personalized usage and customization (Keller, 1998)

All the features of a brand which are external and are linked to the purchase or consumption are being defined as attributes which are not related to the product. Such attributes of the non-related product might influence consumption or purchase processes but have no direct impact on the performance of the product. Attributes of non-related products

can further be classified into usage imagery, packaging information, product appearance and price information that how a service or product could be used under what circumstances, user imagery that is who will be the user of this service and product.

Service or product price is also regarded as an attribute of non-related product as it merely reflects a mandatory point in the buying process but not internally connected with the performance of the product and functions of the services. Price is relatively a critical aspect because customers are more concerned about the quality and price. In the majority of cases, product performance has nothing to do with the product packaging. Usage or user imaginary attributes can be directly built by customers self-experience and by making contact with other users of a certain brand or in some cases through the presentation of brand in the market like advertising of the brand. A specific brand user association can be dependent on psychographic factors or demographic factors. A specific usage situation in terms of association may be related to the day time, week and year in addition to the location (outside or inside the house) or activity type (informal or formal) among other elements (Keller, 1993)

Brand benefits are the brand association second type. Meaning of benefits could be the personal value which is attached by a consumer to a service or product. Benefits could be classified into three major classes as per the fundamental features with which they are associated: Symbolic benefits, experimental benefits and functional benefits. Function benefits refer to those services and product advantages, which are intrinsic and generally considered as characteristics which are associated with the product. These benefits are frequently connected to quite fundamental incentives such as safety and physiological needs and contain virtue for trouble avoidance deletion or avoidance.

2.7   Relationship of Corporate Visual Identity with Brand Communication

Brand name, brand logo and brand color are the important components of creating a brand visual identity. It is because these elements are the most persistent and invasive components in creating a brand and corporate communication and helps in an instantaneous brand or corporate recognition (Schecther, 1993; Henderson & Cote, 1998). In addition to it, these three elements, namely brand name, brand logo and brand color are considered as a certified basis of brand representation and communicates the meaning of the brand and plays an essential part in communicating the distinctiveness and uniqueness of a brand (Henderson & Cote, 1998; Van Riel & Van den Ban, 2001).

Brand name, brand logo and brand personality are usually well thought out as the major and crucial symbol for creating brand identity because these corporate visual identity elements are significant communication indicators (Henderson & Cote, 2003; Pittard, Ewing & Jevons, 2007; Van den Bosch & de Jong, 2005). For services organizations, it is particularly imperative to generate a very powerful brand name, brand logo and brand color because their offerings are of intangible nature service organizations (Berry, 2000; De Chenatony & Segal-Horn, 2003, Devlin & McKechnie, 2008). Many scholars of marketing are of the views that there is a need to have a linkage between tangible brand name, brand logos and brand color and intangible service offerings so that the meaning can correctly be conveyed (Miller, Foust & Kilic, 2007).

Research studies conducted in the past identified that brand name, brand logo and brand color play a crucial part in developing a brand because these elements provide a summary of brand information about its marketing effort and represent the brand or corporate meaning

(Henderson & Cote, 1998; MacInnis, Shapiro & Mani, 1999).

However, not enough literature is there in which the research of the effect of logo design on the preference of a brand and brand evaluation has been measured. Affective and cognitive reactions to brand name, brand logo and the brand color is greatly influenced by how these elements are created and designed before any promotional action is taken (Henderson & Cote, 1998). In recent researches it is quite evident that the marketing managers can significantly earn a lot by considering the modifying, selecting and designing principles of corporate visual identity elements.

Previous research studies significantly consider that CVI elements, when developed and designed effectively, communicate and spread a set of mutual linkages between a consumer and a brand (Kohli, Suri & Thakor, 2002; Henderson & Cote, 1998; Janiszewski & Meyvis, 2001; Klink, 2001).

In marketing theory, the development of both the brand identity and consumer identity is of central importance. A study done by (Black & Veloutsou, 2017) explored the identity among three units including brand community, individual consumer and the brand. The study findings clearly show that the interaction between all the three units creates their identity. This is primarily due to the actions of extremely provoked consumers.

It is crucial how people react to the corporate visual identity elements because its (Henderson, Cote, Leong & Schmidt, 2003) influence can change the identity of the brand (Henderson & Cote, 1998; Schecther, 1993). Previous researches imply that those brands with the higher aesthetic appeal are likely to create a brand-customer emotional bond, and it also provides a visual satisfaction to its customers (Bloch, 1995; Goldman, 2005). Thus it has become an important par or corporate marketing that the companies should focus on aesthetic

designs and aesthetic appeal.

From the above literature, the third hypothesis of the study is derived, which says:

H1: Corporate visual identity has a positive effect on brand communication.

2.8   Relationship of Brand Communication with Brand Personality

Brand communication is a source by which organizations, either directly or indirectly, remind, inform, and persuade the customers regarding their products which they sell and helps in creating the personality of the brands. It can rightly be said that brand communication acts as the voice of the brand or the company and are considered as a means by which it creates relationships with their customers and builds a dialogue. Different roles are performed by a different type of brand communication. It is because of the brand communication that consumers get the awareness of the brand and get to know about why and how the brand is used. It explains the purpose of the brand or the organization.

It is through the brand communication that the brands are linked with some other people, brands, feelings, places, experiences, things and events. It helps in building communities and develops experiences. It helps in building brand personality by creating a brand image and brand memory. In addition to it, shareholder value, as well as the sales, also get affected (Luo & Donthu, 2006).

A very crucial role is played by brand communication in building a brand personality. It is quite essential to use increasing communication efforts due to the prevailing tough communication environment. There has been a significant change in the media environment in the last few years. Traditional brand communication tools like newspapers, TV, magazines and radio do not appear efficient in having a grip over the customers. Technology and various

other things have greatly influenced the fact that how, where and when consumers process the information. The speedy growth of video and music players, video and audio recorders and smartphones have made the marketing managers think over their conventional brand communication practices again (Kaplan Thaler & Koval, 2003). Such drastic changes have damaged mass media effectiveness. An advertisement which was aired on two to three channels previously has to be aired on 100 channels. The decline in television advertisement is the result of several forces (Briggs & Stuart, 2006). One of the main reasons behind it is the dawn of the internet and digital technology.

To manage and maintain relationships with employees, customers, channel members, government regulators, suppliers, community and the media, the primary and the most significant element is brand communication. The primary aim of brand communication is to develop and augment brand loyalty to strengthen the association between the customer and the brand by attracting the customers towards them (Duncan & Moriarty, 1998). To get successful in launching a new product or service, brand communication plays a key role and is an important factor. Incisive and smart marketers make a lot of effort in developing, sustain and maintain their brand's positive attitude for their customers which is primarily done through brand communication. Many studies in the past have found that brand communication plays a significant part in creating awareness of a brand and brand personality (Kempf & Smith, 1998). Brand elements like the brand name stir up the feelings of liking, confidence and trust for the brand (Turley & Moore, 1995). This truly shows that a brand name is a handy tool of communication in developing awareness of a brand, attitude and brand personality, and it should not be overlooked (Grace & O'Cass, 2005).

From the above literature, the second hypothesis of the study is derived, which says:

H2: Brand communication has a positive effect on brand personality.

2.9 Effect of CVI on Brand Personality

To differentiate one brand from other competitor brands, a successful brand personality is used. It increases the chances of consumers that they will buy that brand (Hsieh et al., 2004). The basic idea is that CVI elements like brand color, logo and brand name are the basis of creating brand personality or image of the brand. CVI elements are the continuous advertisement source for the brands. It gives information to the customers about the product and its positioning with ample airtime and low cost. It creates new market segments and provides product differentiation (Kohli & Thakor, 1997). The personality of a brand makes the brand identity. The ways through which a brand and consumer has an interaction are marketing activities, brand name and product performance (Uppshaw, 1995).

2.9.1 Effect Of Brand Name On Brand Personality

The most obvious information by the customers is perceived to be a brand name (De Chernatony, 2010). The brand name provides the foundation for communication and awareness of brands (Keller, Heckler & Houston, 1998) and increases the awareness of a brand and also creates its image and desire for a new brand. By managing the brand name and certain other elements like logos, signs, symbols, imagery, type of endorsers, music, etc., brand personality is developed (Wee, 2004).

Seimiene and Kamarouskaite (2014) reported that most of the time brand personality gets influenced by the factors like brand name, the position of the brand, advertisement, brand color, brand label, design or packaging. Factors like these have the most impact on the personality of the brand. The study revealed one of the most important antecedents of brand

personality is the brand name, and this is because the brand name is something which is most noticed and most seen by the customers. As a result, it makes substantial and long-term associations with the brand as compared to the other factors.

According to Lee and Ang (2003), a corporate brand name provides familiarity or recognition to a brand. It measures the degree to which a particular brand is known by the consumer, and how does the name affect the evaluation of a product. Name of a brand increases the importance to a brand, and it increases the awareness of a product which is useful for both organization and the product. One of the most robust marketing decisions taken by the managers is about the selection of a brand name because it is the first introductory marketing programs. Ultimately when an organization decides the brand name, the foundations of the brand image starts to develop, which leads to brand personality (Kohli & LaBahn, 1997).

A study was done by Jabbar (2014) also empirically analyzed the association between a brand name and brand personality traits. The findings of the research emphasized that the brand name increases the image and strategic positioning of a brand.

2.9.2   Effect Of Brand Logo On Brand Personality

Keller (2008) explained that one of the strategies to make a brand different from the competitors brand is the brand logo. A brand logo helps a brand to have identification among many other brands. According to (Kohli, Suri & Thakor, 2002), the logo is considered as an essential element of corporate visual identity. (Henderson & Cote, 1998; Janiszewski & Meyvi, 2001) explains that logo has proven to be an important element for generating brand recognition and brand awareness. According to (Grohmann, 2008), logo design also influences the awareness related to the personality of a brand. His study revealed the

association between brand logo and brand personality. For example, when a logo is coherent, round, elaborative and natural, the personality of the brand will be considered as sincere. According to a study done by Bajaj (2016), the brand logo is significantly linked with all the five dimensions of brand personality.

According to Veryzer (1993), Brand logo suggests a deep and powerful aesthetic response and leads to the liking of a particular brand. The aesthetic response created strong involvement and attention. Though the aesthetic reaction is somewhat associated with art. Mainly, the resonant designs are more likely to generate a powerful consumer's emotional reaction.

According to Keller (2003), a plus point is the visual feature of the brand logo, which makes a brand less susceptible to international hurdles. The significance of logos varied from product to product. The value and identity of a brand is the first point when planning marketing instruments and the elements of a brand.

Hynes (2009) suggests that the brand logo has a large variety of designs which includes the size, image, style and shape etc. Brand logo increases the value of a brand by its stakeholders in remembering the logos. The compelling logos must link the design, color and shape of the logo to the organization or brand that it represents. (Henderson & Cote, 1998; van den Bosch & de Jong, 2005) explains that the first visual representing tool that conveys the meaning of a brand and provides a piece of summarized information about the marketing efforts of a brand. Brand logos facilitate in speeding up the recognition of a brand by creating its image.

Jabbar (2014) presented empirical evidence and claimed that the types of brand logo are linked with the traits of brand personality. For that study, logo types were adapted. Two

options of the traits of brand personality were given for each type of the logo because of the depth of each logo type. For instance, the brand logos were separated into two classes, i.e. patterns and natural shapes. The logos falling under the pattern class are linked with the sincerity and competence traits of brand personality, whereas, the logos that fall under the class of natural shapes are mainly linked with excitement and sophistication.

2.9.3 Effect Of Brand Color On Brand Personality

According to Baker and Balmer (1997), one of the fundamental essentials of marketing and brand communication is brand color. It has an effect on behaviors and perception of customers regarding a brand and helps in differentiating a brand from other brands as well as in positioning. It influences the moods and emotions of the consumers. Though a little empirical research is done on brand color as compared to other brand elements, it is considered that brand color has its importance brand recall and recognition. Brand color represents different emotional responses.

An essential role is played by brand color in suggesting symbolic value and imagery, building a lasting identity of a brand and transferring information to the customers about the brand (Henderson & Cote, 1998; Napoles, 1998). To identify a brand from its competitors, brand color is beneficial, and it further influences the brand personality perception (Bottomley & Doyle, 2006) studies revealed that brand color is a vital constituent for brand personality and brands. The study also revealed that a brand is considered as expensive and powerful when its brand color is black, trust and dependence are revealed by blue color, love and high quality is observed in red color.

According to Aaker, Benet-Martinez and Garolera (2001), the brand colors are connected with brand personality dimensions: competence dimension of brand personality is

shown by blue and red color, honesty, warmth and sincerity dimension is shown by green color, excitement dimension is shown by the purple color. A study done by (Seimiene & Kamarauskaite, 2014) revealed the importance of brand color in developing the personality perception of a brand and explains that the most affecting element for a brand is the color and label. It is because this element is more frequently noticed and seen by the customers and hence increases the association with the brand.

Jabbar (2014) explains that brand color projects a brand with an intrinsic meaning. It generates a vital recovery signal when consumers learn brand names. In addition to it, brand color plays a critical role in affecting the communication tool. They also provide a means of brand recognition and provide information to customers. Different symbolic meanings are conveyed by brand color, which is used in the development and maintenance of the image of a brand. It is an essential tool for marketing communication. Brand color brings on emotions and moods. It influences the consumer's perception and helps in making a brand different from the rest of the brands available in the market.

From the above literature on the influence of corporate visual identity elements, i.e. brand name, brand logo and brand color on brand personality, the first hypothesis of the study is derived, which is as under:

H3: Corporate visual identity has a positive effect on brand personality.

2.10 The Mediating Role Of Brand Communication Between Corporate Visual Identity And Brand Personality

Durie A. D (2016), proposed a conceptual model in the resource based theory and in which he identified that marketing strategy in terms of brand communication can act as

mediating variable between the relationship of marketing tangible and intangible resources and firm financial or non-financial performance.

According to Balmer and Gray (2000), the corporate visual identity is used for communicating and provides recognizability. Communication through CVI is done through various applications like vehicles, buildings or corporate clothing etc. A company must have some sturdy reasons to separate or disconnect the company from well-known and recognized corporate visual identity elements. CVI is the first and foremost step towards generating corporate reputation, and this reputation is influenced by brand communication.

According to Baker and Balmer (1997), corporate visual identity should be included for the repositioning of an organization. Brand name, brand logo, brand color, graphics are involved in articulating an organization or communicating an image of an organization. According to (Balmer & Gray, 2000; Steiner, 2001; Westcott, 2001), brand communication is continuously becoming strategic. Corporate visual identity elements should be properly linked and communicated so that a company can be differentiated from the other competing companies (Argenti & Druckenmiller, 2003).

Perception and recognition of a brand are affected by some visual aids. A brand's corporate visual identity is as a whole represents its communication. If a company wants to achieve effective brand visual identity, some exacting visual elements are used to create a brand different (Soomro & Shakoor, 2011).

Corporate visual identity elements are used to communicate brand identity to the consumers (Aaker 1996; Henderson & Cote 1998; Shimp 2003). The brand name has its effect on attitude or memory of a customer through brand communication (Wänke et al., 2007; Boyd, 1985; Van den Bergh et al., 1987; Van den Bergh, 1990; Sen, 1999; Robertson, 1989;

Lowrey et al., 2003; Kohli et al., 2005; Kohli & LaBahn, 1997; Keller et al., 1998; Durgee & Stuart, 1987; Chen & Paliwoda, 2003). Previous literature by (Pieters & Wedel, 2004; Klink, 2003; Henderson et al., 2004; Henderson et al., 2003; Henderson & Cote, 1998) also revealed that brand logo also creates a positive response towards a brand through brand communication.

Brand personality is developed and affected by both indirect and direct consumer brand contact through brand communication (Plummer, 1985). Brand personality is developed through brand communication pointed towards the customers and the way the products and brands are portrayed to show the type of person the brand would be if it were a human being. Thus, this research study emphasized the influence of brand communication in the process of developing a brand personality (Kapferer, 2008).

Ouwersloot & Tudorica (2001), focused on the antecedent of brand personality associated with brand communication. The study confirmed that brand personality is shaped through both indirect and direct advertising. And provides an understanding of the ways through which brand personality is created through direct communication tool such as advertising.

2.10.1 Mediating Role of Controlled and Uncontrolled Communication between Corporate Visual Identity and Brand Personality

Kohli, Suri and Thakor (2002) explained the importance of corporate visual identity elements, mainly brand logo as a means to communicate the brand image and identity to the customers. The study also explained the role of CVI in creating recognition of a brand. It also revealed that brand identity is considered essential and the characteristics related to corporate visual identity elements are essential. CVI elements communicate the meaning of the brands

to the customers and add familiarity (Silva-Rojas & Roast 2006).

According to Ouwersloot and Tudorica (2001), controlled brand communication tools such as advertisements are considered as an essential antecedent of brand personality. Brand personality includes effective brand communication, and so a brand can use pleasing and attractive brand communication strategies to create successful and efficient brand personalities. Controlled communication like advertising generates personality for brands, but the consumers do not need to link it to a particular personality. Consumers need to translate the advertisements and recognize a personality before they transfer it to the advertisement. To do so, personalities are related to a brand whose advertisement is done, and then the listener, reader or the viewer makes the connection.

Rajagopal (2006) reported that brand communication or advertising helps in developing brand personality when human qualities are linked by the consumers to a brand being advertised. To create consumers relationships which are long-lasting, perceptions of consumers regarding brands is of crucial importance. This emphasizes the significance of brand personality, which is affected by cognitive aspects in the process of brand communication.

Cervera, Schlesinger and Yague (2013) determined the influencing factors of brand personality. Brand personality dimensions are considered as a tool for successful brand management. It is also considered as a significant factor for acquiring the aim of the company in terms of profitability, loyalty and satisfaction.

From the above literature on the mediating role of brand communication (controlled communication and uncontrolled communication) in the relationship between corporate visual identity and brand personality, the following hypothesis of the study is derived:

H4: **Brand communication plays a mediating role in the relationship between corporate visual identity and brand personality.**

2.11 Brand Equity as a Moderator between Brand Communication and Brand Personality

Raggio and Leone (2006), proposed a conceptual model in resource-based theory, he identified the role of brand equity as a moderator in strengthening the relationship of marketing activities, in terms of brand communication, and the outcome or value.

Brand communication has a positive correlation with brand equity if the communication message generates customer's reaction to that particular brand as compared to a non-branded item in the similar category (Yoo et al., 2000). It can rightly be said that an accurate and thoughtful brand communication increases brand equity because it increases the possibility regarding the brand that it will be integrated into the consumer's mind. This will make their choice a habit and narrow down their process of decision making regarding the preference of the brand (Keller, 1993; Yoo et al., 2000).

2.11.1 Brand Awareness As A Moderator Between Brand Communication And Brand Personality

According to Sawant (2012), one of the major and most important objectives of advertising in today's modern world in brand awareness. Brand communication is largely responsible for making a brand popular, but it has its meaningful role in generating brand awareness and drawing out interest. It is considered as most important sign systems that change and reflect our lives. Communication tools are used everywhere around us. Even if

someone does not watch television or does not read a newspaper, one cannot escape from communication messages. Brand communication creates a connection between a buyer and a seller. It not only gives awareness about the brand but also influence and persuade the customers to act. Many studies were done in the past (Clark, Doraszelski & Draganska, 2009; Ackerberg, 2001) revealed that advertising and promotional activities have a considerable positive influence on awareness of a brand. The primary purpose of brand communication is to give information about the brand or to generate awareness.

For any marketing strategy, the main goal is to develop a successful and unique brand and to develop a long-term competitive advantage. To achieve this goal, brand awareness is an essential factor. Brand awareness is a direct outcome and an indicator of successful implementation of promotional instruments (Domazet, 2015).

According to Uribe (2015), advertising can be used for enhancing brand recall by consumers. Whereas, Terui, Ban & Allenby (2011) suggests the role of brand communication in term of its importance for the learning of consumers related to the brands. (Buil, de Chernatony &Martínez, 2013) stresses that there is a need for a variety of communication strategies which the organizations should use and brands to improve brand awareness and perceptions regarding a brand.

Lambert-Pandraud, Laurent, Mullet and Yoon (2017) found out that advertising and other communication tools influence brand awareness. Consumers have more awareness for the brands which have long been advertised or communicated as compared to the recently advertised brands. (Vaughan, Beal & Romaniuk,2016) in their study also emphasized that biases occur in the minds of the consumers after they go through some brand communication tool.

Studies by Su (2016); Aaker (1991) and Keller (1993) showed that a direct and considerable connection lies between brand awareness and brand personality. This also validates that brand awareness influences choices and perceptions regarding a brand related to brand personality. Through brand awareness, brand attributes related perception is also improved. It strengthens the perception of the brands in the minds of consumers.

2.11.2 Perceived Quality as A Moderator Between Brand Communication And Brand Personality

The perception of a consumer regarding the overall quality of a brand-related to its purpose is called a perceived quality (Aaker, 1991). Advertising is used to judge the product quality by the consumers (Rao & Monroe, 1989). There lies a positive association between perceived quality and perceived advertising according to various researches that have been conducted (Kirmani &Wright, 1989; Villarejo-Ramos & Sánchez-Franco, 2005). Hence, those brands are considered as high quality which is advertised to a greater extent (Yoo et al., 2000). In the same manner, consumers relate the brand quality with the organization's quality which is built through the brand communication efforts.

For consumers, an essential source of information is user-generated brand communication. It complements other forms of consumer-to-consumer and business-to-consumer information regarding the quality of the brand (Li & Bernoff, 2011).

Ha, John & Janda (2011) expressed that brand communication has a positive effect on the perceived quality of a brand. The study done by Ling, Ariff and Zakuan (2014) expressed that brand personality has a great impact on brand equity. Temporal (2001) is of the views that differentiated brand personality will lead to a significant impact on the brand quality rating. Another study done by (Richardson, 1994) confirms that brand rating by consumers is

based on the identity of brand personality. Moreover, (Beldona & Wysong, 2007) presented the findings of their study that brand personality has a significant positive influence on brand perceived quality.

2.11.3 Brand Association As A Moderator Between Brand Communication And Brand Personality

Brand association is critical element for managers and marketers in differentiation and positioning of a brand while creating its positive attitude (Low & Lamb, 2000). In addition to it, brand association when based on communication exposures are stronger (Aaker, 1991). Literature has also reported that brand equity is increased by brand communication because it increases the possibility that the brand will be integrated into customer thought and this will eventually decrease their process of decision making (Yoo et al., 2000). Considering the social media role, brand communication positively affects the perception of the consumers regarding a brand (Bruhn et al., 2012).

According to Keller (2007), brand communication develops brand awareness and creates strong brand associations in the memory of the consumers, which in turn creates positive feeling and judgments. Besides enhancing the awareness regarding a brand, it also shapes the perception of consumers regarding brand associations and brand quality (Moorthy and Hawkins, 2005). According to Khan, Siddiqui, Shah & Hunjra (2012), the major objective of advertising is to influence the behavior of the buyer. Nevertheless, this influence is often reinforced or changed through memories of the people. These memories are developed through brand associations in the minds of a consumer. Another advantage of brand communication is that it helps to develop brand associations which further develops brand image.

According to Cobb Walgren et al. (1995); Keller (2007) unique, strong and favorable brand associations are created through brand communication. Brand associations are developed when a consumer has contact with the brand, just like brand awareness is developed through brand-consumer contact. Therefore, through the ability of brand communication tools to change, develop and highlight associations with brand-customer contact, the brand association is developed. The greater the brand communication, the higher will be the brand association in the customer's mind. Previous studies like (Yoo et al., 2000; Villarejo, 2002; Bravo et al., 2007) also supported the positive relationship between brand communication tools and brand association empirically.

According to Oliver (1999), awareness is generated by brand communication tools and this awareness leads to a set of strong and positive associations with a brand. Brand associations indicate the memory linkages with the brand. These links are developed and enhanced by the consumers when they are repeatedly exposed to the brands through brand communication. These brand associations are essential to differentiate a brand and for positioning as well. Brand associations generate the consumer's interest to buy a particular brand and help in creating a positive attitude towards a brand.

Lin (2010) is of the view that the brand personality is developed by the sources like associations of a brand created in the minds of a consumer, image of an organization developing a particular brand and the product characteristics like channels, distribution and packaging etc. His study analyzed the ways through which brand personality is developed and the elements that affect brand personality perception. The study revealed that of the factors that affect brand personality is brand association.

2.11.4 Brand Loyalty As A Moderator Between Brand Communication And Brand Personality

Brand loyalty is explained as an assurance to repurchase or to re-support a particular brand every time in the future. Situational controls and various marketing efforts do not cause their behavior to switch to some other brand (Oliver, 1997). The incentive towards being faithful to a brand is called brand loyalty. When a particular brand is selected by the consumer as their first preference, brand loyalty is indicated (Yoo & Donthu, 2001). In choosing a brand, brand loyalty gives benefit to the marketers by decreasing their switching behavior towards the brands, and consumers become least interested in choosing some other brand (Aaker, 1991). Developing loyalty among consumers is one of the purposes of advertisement (Yoo & Donthu, 2001).

Various researches in the past have identified that advertisement can have either a negative or positive influence on brand loyalty which depends upon the situation or condition the customers are in. Brand communication positively affects brand loyalty because it increases brand association and brand attitude (Yoo et al., 2000). Another empirical research found that brand communication work against the tendency of repeat purchase and switching cost is reduced.

Considering the brand communication in social media, the quality of interaction of people on the fan pages of Facebook positively influence symbolic, experiential, and functional brand community advantages, and this increases brand loyalty. It seems less likely that brand communication negatively influences brand loyalty. In addition to it, the consumer's interaction with the brand also increases brand loyalty (Palmatier et al., 2007). This association can also have a moderating effect of the values that are received by the

consumer when he interacts with the organization or the relationship can also be direct. Hence, it is not that the firm created brand communication has an influence on brand loyalty, but the user-generated brand communication also influences brand loyalty. User- generated brand communication is usually considered as impartial because other consumers consider the message as believable and dependable, unlike firm created brand communication (Christodoulides et al., 2012).

From the above literature on the moderating role of brand equity (brand awareness, perceived quality, brand association and brand loyalty) in the relationship between brand communication and brand personality, the following hypothesis of the study is derived:

H5: Brand equity plays a moderating role in strengthening the relationship between brand communication and brand personality.

2.12   Theoretical Framework

Brand Equity

Brand awareness
Perceived Quality
Brand Association
Brand Loyalty

**Corporate
Visual Identity**

BrandName

Logo

Brand
Color

**Brand
Communication**

Controlled
Communication

Uncontrolled
Communication

**Brand
Personality**

Sincerity

Competence

Excitement

Sophistication

Ruggedness
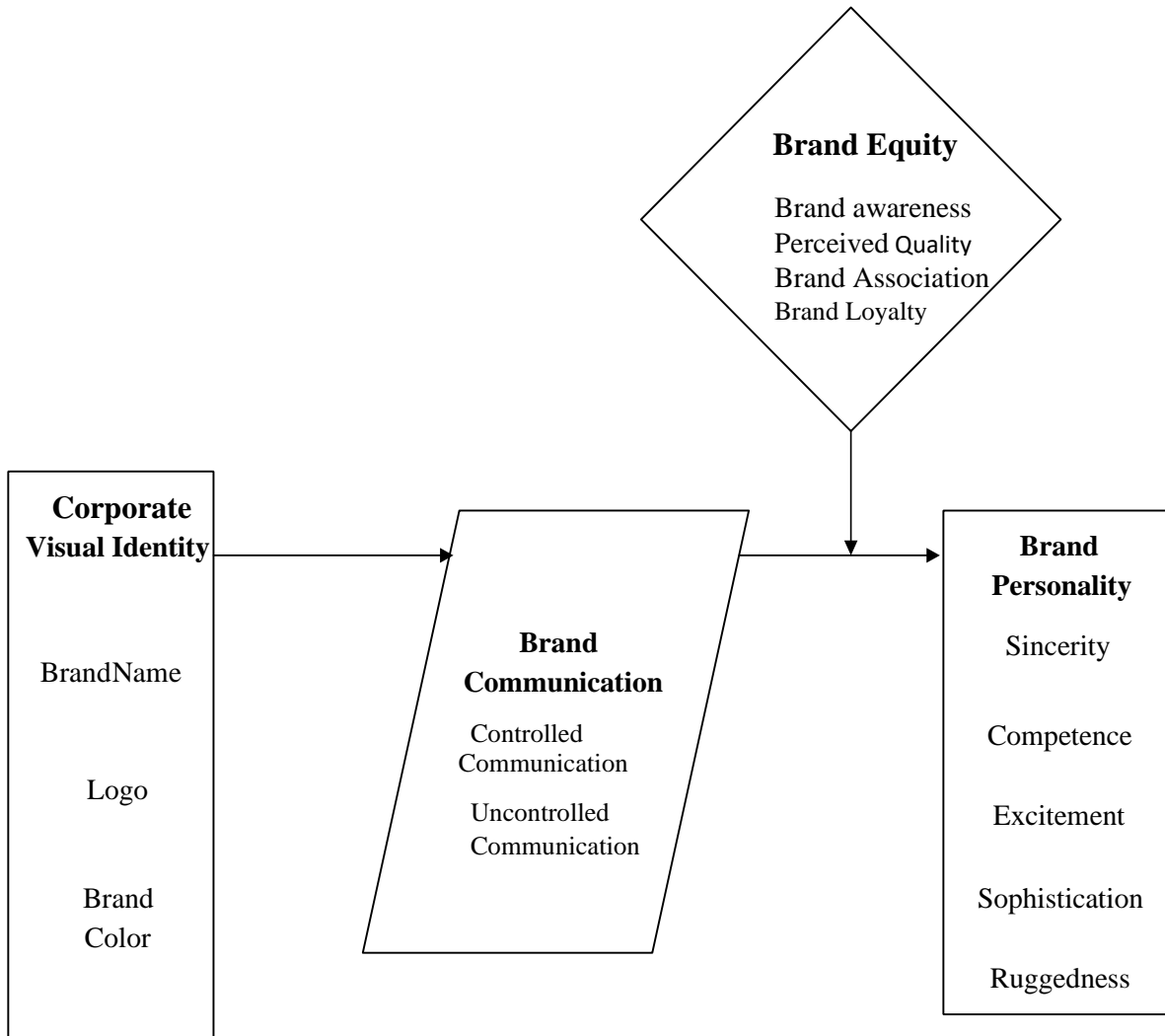
2.13 Hypotheses

The study is designed to examine the following hypotheses.

H1: Corporate visual identity has a positive effect on brand communication.

H2: Brand communication has a positive effect on brand personality.

H3: Corporate visual identity has a positive effect on brand personality.

H4: Brand communication plays a mediating role in the relationship between corporate visual identity and brand personality.

H5: Brand equity plays a moderating role in strengthening the relationship between brand communication and brand personality.

CHAPTER 3

METHODOLOGY

This chapter explains the research design and the methodological foundations of the study in terms of instrumentation, data collection, population, sampling, and various methods. Methodology refers to the theoretical basis or the overall approach taken by the researcher. The terms methodology and method have been interchangeably used (Hussey & Hussey, 1997). The approach taken for the current research study includes all the aspects of the research process undertaken in this study. The methodology comprised three phases. Firstly, definitions of the concepts were pulled out from the literature and were elaborated in Chapter 2 to make the researcher and the reader to understand the concepts better. Five hypotheses were posited after the review of the literature showing the relationships between the variables mentioned in the framework. Secondly, the information was collected for pilot testing the research instrument with about 100 cellular service users. After collecting the data from pilot testing, reliabilities and validities of the variables were tested. This was followed by the refinement and fine-tuning of the research instrument and its administration to the respondents to the targeted population. The third phase involved tabulation and screening of data and analyses of data using AMOS.

This chapter has been organized in 20 separate sections. Section 3.1 presents the research design followed by Section 3.2 presents research approaches elaborating interpretivism and positivism approach for the study. Section 3.3 and 3.4 presents the variables of the study and variable types. Section 3.5 presents the research methods. Section 3.6 presents the instrument used in the study. Section 3.7 presents pilot testing. Section 3.8 presents the population of the study. Section 3.9 presents sample selection. Section 3.10 presents sampling technique. Section

3.11 presents a unit of analysis. Section 3.12 presents the data collection procedure. Section 3.13 presents an instrument selection. Section 3.14 presents the detail of the instruments. Section 5.15 presents phases of ethical considerations in the questionnaires. Section 3.16 presents the reliability and validity of the instruments. Section 3.17presents the operational definition of the variables. Section 3.18 presents the data analysis technique. Section 3.19 presents the statistical approach for data analysis. Section 3.20 presents the phases of data analysis, and lastly, section 3.21 presents the summary of the chapter.

3.1   Research Design

This research study made use of a quantitative approach where data was collected using a questionnaire. Data was then analyzed by using various statistical tools; Hypotheses were tested using AMOS. As mentioned above, data for this research was collected using a questionnaire which was pilot tested before administering to the sampled respondents. The questionnaire focused on the areas of corporate visual identity, brand personality, brand communication and brand equity to clarify the research domain and to test the hypothesis and conceptual model (Ates, 2008). Pilot testing was performed with a small sample size of 100 respondents. This helped the researcher in refining and fine-tuning the questionnaire before administering it to the sampled respondents.

After the pilot testing was done, the items became even more apparent. In addition to it, this primary stage helped the researcher in data gathering. The gathered information helped in ensuring that all the items were examined and the questionnaire includes only the relevant items (Ates, 2008). A questionnaire was used as a survey tool. The study didn't use interviews with the individual consumers or the focus group interviews because of the time constraint as the data

collected through such means take a lot more time. The study was consumer- focused in which the respondents were considerably large.

AMOS (Analysis of Moment Structure) was used to analyze the data. SEM (Structured Equation Modeling) has several benefits over linear regression. SEM integrates the measurement model and hypothesized causal paths into the real-time evaluation. Dependent and independent variables can be analyzed by SEM at many stages. The reason why SEM is considered to be better than linear regression is that it simultaneously tests and estimates the causal relationships between independent and dependent variables (Gefen et al., 2000). Hence, SEM answers the research questions which are systematic, interrelated and comprehensive (Gefen et al.,2000).

Research design is the way through which the researchers answer their research questions and the research objectives. Research design explains the data collection, sampling technique, sample size and data collection method (Saunders & Thornhill, 2011). Checking of the theory is one of the primary reasons for the study flow (Sekaran & Bougie, 2010). As an instrument tool, the questionnaire was used to analyze the hypotheses and to analyze the data. A Likert 5-point scale was used, which started from strongly disagree, disagree, neutral, agree and strongly agree.

The questions used for the current study are adapted ones. Exploratory reviewing is done, which accurately examines the factors affecting brand personality. The instrument was adapted through several studies. The cross- sectional study design is used in this study. Afterwards, when data was collected, then the questionnaire's reliability, as well as validity, was checked.

3.2   Research Approaches

The current research study has examined the impact of corporate visual identity elements on brand personality with a mediating role of brand communication. This research also explores the

moderating effect of brand equity on brand communication and brand personality. Putting it in other words, the current study investigates the causal link between the variables mentioned above. Hence, this research has adopted a positivism approach. The following characteristics are associated with a positivist approach (Easterby Smith et al., 2004).

3.2.1   Assumptions of Positivism

1. Independence: All the observations are independent of the observer

2.   Scientific and value-free: the method and subject choice are not based on interests or beliefs; it can be made out of bias or objectively.

3.   Hypothetico-deductive: the research makes a hypothesis for law and deducts the observations that will express its falsity or truth.

4. Sample size: Sample size is large

5. Empirical operationalization: in general, quantitative research is used.

6. Reductionism: problems are broken down into small elements

7. Generalization: adequate sample size is used to generalize a population.

Before carrying out any research, the underlying assumptions should be defined by the researcher, a pattern serving as a guideline in understanding the subject under study so that reliable and valid results can be generated (Ates, 2008). This pattern is mainly grouped into the following school of thought a) interpretivism b) positivism (Ates, 2008).

Positivism believes that objective reality subsists and is not dependent on the behavior of humans and thus not a human mind creation. Positivism moves from the given premises or the theoretical ideas towards a rational conclusion through a deductive approach. Positivism approach holds a conception of truth, and the correct statements correspond to the real facts.

Hence the truth is not only dependent on belief; rather, it depends on the belief that can be demonstrated through observation and examination. The assessment and exploration of human behavior do not come under the positivism scope. Positivism deals with the deductive approach of theory testing. It explains the phenomenon being researched by falsifying or verifying the hypotheses describing the causal relationships. By doing this, researchers can draw generalizable results (Ates, 2008).

Interpretivism analyzes the world in a different way which needs a different researcher response. According to Bryman and Bell (2007), interpretivism believes that the area of focus of social science people is primarily different as that of natural science. Therefore, the research studies on social sciences need a different research procedure. The difference of logic of research procedure might lead the researcher to use the inductive approach of theory construction, which is the reverse of the deductive approach. Researchers examine the facets of the social world and find out the patterns used to clarify the more comprehensive principles (Babbie, 2005). Hence it can rightly be said that there is no one reality; the reality is derived from individual experience and perceptions (Robson, 2002).

The study has adopted a hypothetic-deductive approach. This approach means starting from a theoretical framework derived from the literature review, moving towards hypothesis formulation and lastly logically coming towards the conclusion from the study. Theories that are based on deductive and inductive approaches facilitate a researcher in predicting the phenomenon, understanding it and then explaining it (Sekaran, 2000).

If a deductive approach is used in a study, a theory is developed, followed by the hypothesis. After that, a research strategy is designed for hypothesis testing. On the other hand, the inductive approach begins by collecting the data and then a theory is developed based on

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measurement outcome (Saunders et al., 2009). The deductive approach is more appropriate if a researcher starts with formulating a theoretical framework, hypothesis development and then deducing the conclusion from the study results. The deductive method is more inclined towards positivism approach, whereas, inductive method owes to more interpretivism or phenomenological approach (Sekaran, 2000).

As researchers have explained the difference between both the approaches, i.e. deductive and inductive approach (Ghauri & Gronghaug, 2005), the current study has adopted deductive approach because this study has used the research that has already been done in the area of evaluating brand personality, corporate visual identity, brand communication and brand equity.

Table 3.1 Inductive and Deductive Approach

Deductive Approach	Inductive Approach
- Consists of scientific principles. - It goes from theory to data. - Explains the causal relationship between the variables. - Quantitative data is collected. - Control is applied so that the validity of data can be ensured. - Concepts are operationalized so that the definitions can be made clear. - It does not develop theories; instead, it helps in validating the theories that the inductive approach raises. - For generalizability, the adequate sample size needs to be selected.	- Adequate sample size needs to be selected. - An understanding of the context of the research. - Gaining an insight into the meanings attached by humans to an event.

- An understanding of the context of the research.
- Gaining an insight into the meanings attached by humans to an event.
- Qualitative data is collected.
- Understanding the researcher as a part of the research process.
- Cannot be generalized.
- Flexible structure in which changes can be made during the research process.

Note: (Saunders et al., 2009)

After that, this study has examined the theories, which is followed by the application of the instrument through pilot testing in a quantitative study and then checking out the validity of the instrument. Difference between both the deductive and inductive approach is in the table 3.1.

One of the scientific method proposed description is a hypothetico-deductive model. In this model, a scientific inquiry is there, which is followed by hypothesis formulation that can be proved false by testing a set of data in which outcome is unknown. The outcome of the test that does not support the hypothesis falsifies the theory. After this, the explanatory hypotheses are compared by testing the severity of their support through their predictions. This approach is different from various other research methods like grounded theory or inductive approach. This approach is incorporated in the model of pragmatism, where four different types of variable relationships exist, and these relationships can be causal, longitudinal, exploratory or descriptive. Two segments can be made of the variables, i.e. functional and structural. This segregation makes the hypotheses formulation and to enhance the research efficiency, and statistical tests are applied to the observed data set (Olivier, 2015).

3.3 Variables of the Study

The research model is presented in chapter 2. Four constructs were considered in this study. The corporate visual identity was considered as an independent variable with its three facets, i.e. brand name, logo and brand color. Brand personality was considered as the dependent variable of the study with its five dimensions, namely, sincerity, competence, excitement, sophistication and ruggedness. Mediating role was played by brand communication and brand equity playing the moderating role in the framework. Based on the evidence provided by the past literature to the study context, the demographic variables were chosen. Those demographic variables were selected, which were relevant to the research design, study objectives and the literature support. Details of the variables of the study are given in the table below:

Table 3.2 Variables of the study

Latent (LV)	Description of LV Variables
Corporate Visual Identity (CVI)	Corporate Visual Identity is the way in which a company portrays itself through the use of a brand name, logo and brand color. Through this, brands are visually recognized and differentiated from the competitor brands.
Brand communication	Brand communication is defined as the tools used for sharing messages among the people including both the controlled and uncontrolled means
Brand personality	Brand personality is the set of human characteristics associated with a brand. Brand personality is the internal link of the whole brand image. It includes characteristics of a consumer including ruggedness, competence, sophistication, excitement and sincerity.
Brand equity	Brand equity is the power that the brand may be acquired from name, logo or symbol in the market. Brand equity includes the benefits a brand achieves through the power of its brand name, logo and brand color.

3.4   Variable Types

The current research study contains the following variables;

a.   Corporate visual identity as an independent variable. b.   Brand personality as a dependent variable.

c. Brand communication is a mediating variable which mediated the relationship between corporate visual identity and brand personality.

d. Brand equity is a moderating variable which moderates the relationship of brand communication and brand personality.

3.5   Research Methods

The study has used quantitative approach because the characteristic features and qualities can be measured through collecting the data using a questionnaire. The strategy used in the study highlights the quantifiable collection of data and the positivistic approach is used incorporated with a deductive approach. The research was started by the literature review on corporate identity to find out the work that has already been done on corporate visual identity and its impact on brand personality having a mediating effect of brand communication. Based on the literature, it was expected that corporate visual identity positively affects brand personality when brand communication is taken as a mediating variable. After doing this, the concepts of corporate visual identity, brand communication, brand personality and brand equity were operationalized. Based on this, the development of research questions was done, which lead to the development of a theoretical framework. After that, the hypotheses were formed to be tested.

The relationship between all the variables, included in the research, was determined. Structured equation modelling was used to check out the instrument validity and reliability and to determine the associations among the variables.

3.6   Instrument Used

To collect the data, and for testing the hypotheses, a questionnaire was used. For the validity and reliability of the instrument, review of the literature was done to build the constructs. Face validity of the instrument was checked by three research experts. The pilot study was conducted after the face validity was done and was tested statistically. The instrument was then used for collecting the data.

The supervisor checked the instrument as well as it was also checked by three university professors. Based on the recommendations given by the supervisor and the research experts/professors, the instrument was revised and fine-tuned, and some of the items were removed which were not appropriate according to the context of Pakistan and then finally used for the data collection.

The questionnaire for the current study comprised of two sections. First section comprised of demographic items. Whereas, the second part consists of items to measure the main variables of the study, i.e. corporate visual identity, brand personality, brand communication and brand equity.

3.7   Pilot Testing

Before submitting and finalizing the instrument for final data collection, validity and reliability of the instrument were tested through pilot testing. The pilot study was carried out from October 2015 to February 2016 and was done at a small with a view to help the researcher

to confirm that the research problem and the questions are understood by the respondents so that necessary changes and improvements can be made after getting the feedback from the respondents (Ghauri & Gronhaug, 2005).

After developing the questionnaire, it was sent to the respondents to carry out small pilot testing. The pilot study was restricted to the 100 respondents from Rawalpindi and Islamabad due to the time constraint. After getting the feedback from the pilot study, the questionnaire was analyzed again. After getting approved by the supervisor and research experts, the questionnaire was then used for the final data collection.

According to Jack (1970), the primary motive behind conducting a pilot study before the actual study was to evaluate the content validity and also to make sure that the instructions, questions and the scale items ran smoothly and were clear. The pilot study was conducted from 100 individual users of cellular telecom industry of Pakistan based on personal contacts. The response was acquired from a 5-point Likert scale. The sample size used for pilot testing was 100 as it is recommended by the researchers suggesting that the sufficient sample size for pilot testing ranges between 25 to 100 (Cooper & Schindler, 2000). All the questionnaires for pilot testing were got filled through the personal efforts of the researcher. All the responses were gathered within a week.

The data were tabulated and screened for evaluation and assessment. After the assessment phase, seven responses were discarded because these seven questionnaires were not filled correctly, and most of the items were left blank. The questionnaire was then revised while keeping in mind the theoretical framework, the study objectives and the variables. Some questions were added, and some were eliminated depending upon the need so to avoid the misunderstanding related to the questionnaire. Reliability and validity were then checked to finalize it for final data collection. The questionnaire was then refined keeping in mind the

suggestions and recommendations given by the research experts and supervisor. After checking out the reliability and validity of the instrument, the data collection process from the actual population was started.

The SEM (Structural Equation Modeling) section consists of two parts. First one is the measurement model, and the second one is the structural model. The instrument for the current study was interpreted and examined in two stages. Firstly, the reliability and validity of the measurement model were examined. Secondly, the measurement model was assessed. The process of validation includes validating the reliability of each item, validating the constructs and validating the relationships among the variables. In addition to it, it also measures the causal relationship between the variables.

3.8 Population of the Study

Population for the study includes cellular service users of Pakistan. Cellular penetration and subscription had been rising steadily over the past few years due to the conducive regulatory environment and intense competition among the cellular operators. The brands that are chosen represent cellular telecom industry of Pakistan (Telenor, Mobilink, Warid, Ufone and Zong). The total population of the study consists of approximately 70 million individuals (PTA annual report, 2016).

3.9 Sample Selection

The total population of the study consists of 70 million individuals (PTA annual report, 2016). To select the sample, a statistical formula was used (Krejcie & Morgan, 2005). A sample size of 1536 individuals was selected with a confidence interval of 95% and a 2.5% margin of error.

3.10   Sampling Technique

In sampling, several steps were followed by the researcher as precision is required in the study, and it was found that 95% was acceptable. The population was defined by the researcher and a suitable sample frame was determined. Usually, there are two types of techniques which are used by the researcher. First one is the probability sampling technique (systematic, q, simple random, stratified random and other types) and the second one is non-probability sampling technique (convenience, snowballing, and quota, judgmental and other types).

The total number of respondents for the current study is selected by using the statistical formula of (Krejcie & Morgan, 2005) because of the highest number of citations to calculate the sample size. 1536 respondents are selected with a 2.5% margin error and 95% confidence interval. Since the users of cellular services are in different regions of Pakistan, a stratified random sampling technique is used to gather the data.

By considering the description of the stratified sampling technique, the respondents are divided into four strata's. As the population of the study is living in different provinces of Pakistan, it is required to select respondents from each province for the generalizability purpose. The stratas are made based on four provinces of Pakistan.

According to Pakistan Telecommunication Authority (2016), the cellular service users of Punjab are 68,371,816, so from this province, 937 respondents are selected. Similarly cellular service users in Sindh are 26,196,714, so from this province, 357 respondents are selected. Cellular service users in K.P.K are 14,331,344, so from this province, 196 respondents are selected. In the same manner, the cellular service users in Balochistan are 3,180,760, so from this province, 44 respondents are selected.

For selecting the respondents among the provinces of Pakistan, ten metropolitan cities are

selected according to census data. These ten cities are Lahore, Faisalabad, Rawalpindi, Gujranwala and Multan from Punjab Province. Karachi and Hyderabad from Sindh Province. Peshawar from Kyber Pakhtunkhwa province and Quetta from Balochistan Province.

3.11 Unit of Analysis

The research study has measured the impact of corporate visual identity on brand personality with brand communication as a mediator whereas, brand equity acts as a moderator between brand communication and brand personality. In the present research study, the unit of analysis is the individual users of the cellular telecom industry of Pakistan. And the cellular brands that are chosen for the research study are Mobilink, Telenor, Ufone, Warid and Zong, respectively.

3.12 Data Collection Procedure

A close-ended questionnaire was used to collect quantitative data. The adapted questionnaire was used from different studies drawn from a thoroughly done literature review. All the items of the questionnaire were measured on a 5-point Likert scale which started from strongly disagree, disagree, neutral, agree and strongly agree. Questionnaires were floated among the cellular users in the form of hard copies and as well as through e- mails.

In the beginning, the data collection was done for pilot testing. A total of 100 responses were considered for the reason mentioned above. Based on pilot testing, the instrument was refined and then sent for the actual data collection process through email, by post and by hand. All the process of data collection was done through personal efforts. The questionnaires were sent to different persons known by the researcher residing in each selected city of Pakistan. The data collection process consumed around 7 to 8 months.

To collect the data, questionnaires have been used in the study which is close- ended and various quantitative studies in the past had been using it (Erdamar & Demirel, 2014; Phakiti, 2014; Runyan & Bowling, 2001). In every type of research, the ideal situation is to test the whole population. Nevertheless, in many scenarios, the population is vast in number that it becomes nearly impossible to take in each individual. Thus most of the researches adopt the sampling techniques such as stratified sampling. This technique is the most frequently used technique among all. This technique is used because it is simple, less costly, speedy, and the subjects are not difficult to search.

Questionnaire method has been used as an instrument for this study to get the primary data. To recognize CVI, BC, BE and BP, the questionnaire is used. The structured questionnaire was emailed and through personal efforts where the researcher visited and requested to fill up the questionnaire. All the respondents were made sure that their responses will not be disclosed and will be used only for the educational purpose.

Table 3.3 presents a breakdown of respondents from different parts of Pakistan along with the regional and overall response rate. Hence 1950 questionnaires were distributed in a particular population who are the cellular user. While 1536 questionnaires were received back which shows 78.76% respondent's response rate. However, from the overall total, 74 questionnaires were found incomplete and discarded. Therefore, for analysis of regression finally selected 1536 questionnaires which were equal. While respondent was selected on convenience bases and those literate were selected who have a cell phone and having a working knowledge of the English language.

Table.3.3 Questionnaire Statistics

Description	Questionnaire Administered	Questionnaire Returned	Questionnaire Returned (Valid)	Percentage Distribution and Return	Percentage Sample size and Return
Punjab	1440	960	937	78.08%	61%
[Islamabad	240				
Lahore	240				
Faisalabad	240				
Rawalpindi	240				
Gujranwala	240				
Multan]	240				
Sindh	400	380	357	89.25%	23.24%
[Karachi	200				
Hyderabad]	200				
K.P.K	250	210	196	78.4%	12.76%
[Peshawar]	250				
Balochistan	100	60	44	0.44%	2.86%
[Quetta]	100				
Total	**2190**	**1610**	**1536**	**78.76%**	**100%**

3.13   Instrument Selection

The instrument used for the study was adapted questionnaire to test the research hypothesis under study. For exploring the validity and reliability of the hypothesis, instrument selection was made through the literature review. Three research experts checked its face validity, and then pilot testing was conducted, and all the items were tested statistically, and then it was used for final data collection.

Research instrument of the study was checked by three research experts. It was then

refined based on expert recommendations. There are several modifications has been made like the syntax of the questionnaire, but the theme of the questionnaire has remained the same. Thus the scale was finally refined and administered for final data gathering. Some of the respondents were reluctant to fill out the questionnaire. Still, the researcher used some techniques to overcome the concerns of the respondents regarding their privacy by highlighting the confidentiality of the respondent's response. The questions asked were evaluated through a five-point Likert scale from strongly disagree to strongly agree.

Through literature review, it was found out that the brand personality was measured through the items which were adapted according to the study context. Similarly, the items for corporate visual identity, brand communication and brand equity were adopted and were used as it is. An extensive review of the literature helped the researcher out to in arranging the questionnaire as well as it guided to set up necessary independent and dependent variables.

The instrument consisted of two sections. The first section determined the respondent's demographic characteristics. The second section consisted of items of CVI, brand personality, brand communication and brand equity. A detail of the instrument development sources of each variable are as follows:

3.13.1 Corporate Visual Identity

This variable was measured based on its three dimensions which included 18 items adapted from (Jabbar, 2014).

3.13.2 Brand personality

Brand personality was measured based on its five brand personality traits which include sincerity, excitement, competence, sophistication and ruggedness, and is comprised of the items

adapted from (Aaker, 1997). Brand personality questionnaire consisted of 42 items.

3.13.3 Brand communication

Brand communication was measured based on two dimensions which included 15 items adapted from the work of (Grace & O'Cass, 2005). They searched for the effectiveness of communication in the service industry. As telecom organizations serve as a service industry, so it is thought that it would be valid and relevant to use their measures.

3.13.4 Brand Equity

Brand equity was measured based on five dimensions, comprised of 30 items adapted from (Lee & Leh, 2011).

3.14 Ethical consideration in Questionnaire

Questionnaire ethics begin with design. The researcher took care that questions should be understandable and objective. Leading questions, which prompt an answer through word choice or an inadequate range of response, should be omitted. For example, while it's tempting to put a spin on some questions in an attempt to generate respondent goodwill, questions such as "Do not you agree that our office is a great place to work?" violate good faith and result in compromised data, which mislead is avoided by the researcher. Surveys should not contain hypothetical questions or those designed to embarrass respondents and research avoid all above mention.

There should not be a forced response taken from the respondents, and respondents should not be tricked. The purpose, objectives and nature of the study and if there are any predictable drawback of taking part in filling out the questionnaire, the respondents must be made aware of it. Moreover, respondents must be clarified a language appropriate for the audience. The research meaning should not be made concealed behind technical terms and explanations.

Questions from the participants must be answered well, and they may be allowed to give up the study if they want. When the privacy of their responses is promised to keep secret, it must be taken care of. Under any circumstances, researchers should not disclose the identity or contact information of the survey participants. The researcher should not share the data of the study with family or friends, no matter how amazing the results are. And lastly, the data should never be sold to any other firm.

3.15   Validity and Reliability

When an intangible construct, such as brand personality, is attempted to be measured in social sciences, it creates a problem because it is not clear whether what is being measured is measuring what the researcher wishes to measure. This is the reason why the social sciences have built up a means of validity to measure these concepts. Validity and reliability are considered as separate but are closely related (Bollen, 1989). It is not mandatory that an instrument which has reliability also has validity because an instrument may be reliable or consistent but not valid or accurate (Hair et al., 2010).

Reliability test shows the consistency and stability of the instrument. The instrument validation shows that the individual items of the measure have significant relationships between the constructs and sub-constructs.

3.15.1   Validity

Validity means whether the instrument measures what it intends to measure or not (Ghauri & Gronhaug, 2005). According to (Bryman & Bell, 2007) an instruments' validity is the degree to which an instrument measures what it claims to measure. So it can be said that the research findings are in line with reality. This has been achieved through various tests in the present study. For any pilot study, the following types of validity can be applied.

1. **Face validity:** it assumes that the items of the variable which are considered to measure a variable look like as if it measures the variable (Sekaran, 2000). In other words, it can be put that face validity is the degree to which an instrument seems to measure what it is considered to measure. The face validity of this research study was done by going through a two-step process. First of all, the research instrument (questionnaire) was given to the lecturers with a doctorate who are teaching the courses of marketing, branding and marketing management etc. Necessary changes were done in the research instrument based upon the opinions and suggestions of these experts/lecturers. These changes were primarily related to the language of the questions which didn't change the questionnaire's theme. In addition to it, some of the items were also removed which were not appropriate as per the context of Pakistani Telecom Cellular providing Companies.

The next step comprised of the discussion of the research instrument with three marketing professionals and according to the guidelines presented by these experts, necessary changes were brought in the questionnaire. A very few items of brand personality were amended as per the suggestions and opinions of these marketing and branding professionals. At last, the research questionnaire was approved after a detailed discussion with the supervisor and was considered appropriate for further study (Talib, 2016)

2. **Content validity:** it makes sure that a sufficient set of items are included in the instrument which is concerning the concept. It is supposed that if the items of the instrument strongly represent the concept domain, more will be its content validity (Sekaran, 2000). It can be said that face validity is the index of content validity (Sekaran, 2000).

3. **Criterion validity:** it is concerned with the scale scores connection and some specified measurable criterion (Robson, Jones & Abraham, 2008).

4. **Construct validity:** it measures if the constructs are correlated with the other constructs in a manner which is anticipated or not. Pearson correlation coefficient matrix is used to find out the relationship between the constructs (Pallant, 2007). Construct validity is examined through Cronbach alpha, standard deviation, mean and the sources of all these measures.

3.15.2 Reliability

The reliability explains that an instrument can produce likely, similar or reliable results when applied to different context or occasions. Issues relating to reliability and validity can be resolved through an in-depth review of the literature. The reliability of the instrument of the current study was analyzed, and it was above 0.7. The range of Cronbach's alpha 0.70 is acceptable (George, Nancy & Barret 2004).

Reliability analysis of the research instrument is considered as an essential requirement before performing the data analysis because reliability tells about the accuracy and consistency of results for the research questionnaire items (Dawes 2008; Dillman et al. 2009). The reliability results of the questionnaire for the pilot study are given below in table 3.4.

Table 3.4: Reliability results (N=93)

Name of construct	Alpha value	N(Pilot)
Corporate visual identity	0.827	93
Brand communication	0.701	93
Brand personality	0.817	93
Brand equity	0.792	93

3.16   Operational definitions of variables

The definitions of the independent variable, dependent variable, moderating variable and mediating variable and their dimensions are operationalized in this study.

3.16.1   Corporate Visual Identity

CVI is operationalized as "A corporate visual identity (CVI) consists of all the elements which communicate the real meaning of an organization" (Van Riel & Van den Ban, 2005). For the conceptualization of corporate visual identity, the elements of CVI used includes the brand name, logo and brand color. These elements have the potential to express the characteristics of an organization.

3.16.1.1 Brand Name

Brand Name is operationalized as the name which is relevant to the product category, a name which is easy to recall and which generates positive feeling towards a cellular brand.

3.16.1.2 Brand Logo

Brand Logo is operationalized as a logo which is easily remembered than its competitors and communicates what it stands for, and which is easy to remember and recall.

3.16.1.3 Brand Color

Brand Color is operationalized as a color which is relevant to its product category, a color which is easily recognized by its customers, and which have positive feelings towards the brand.

3.16.2 Brand Personality

Brand Personality is operationalized as "the set of human characteristics associated with a brand. It describes the traits of a brand in five dimensions, i.e. sincerity, excitement, sophistication, competence and ruggedness." (Aaker, 1997).

3.16.2.1 Sincerity

Sincerity This form of sincerity includes the brands which provide user-friendly cellular service packages for users, provide ethical services and provide the services which invoke the sentiments of users.

3.16.2.2 Excitement

This kind of excitement relates to the brands providing services which become popular among its users, brands providing attractive services, the services that attract the young generation, and the brands providing unique services.

3.16.2.3 Competence

It involves the brands providing reliable services, and services that fulfill the need of the users, brands which have a well-established name in the market and the brands which never fail to deliver services as promised.

3.16.2.4 Sophistication

This type of sophistication includes the services provided by the brands as per the needs of the upper social class, the services which catch the attention of its users and whose services are never out of proportion.

3.16.2.5 Ruggedness

It involves the brands whose services are robust in most environments, and whose services do not get damaged easily even after its rough usage, and the services that attract the male population.

3.16.3   Brand communication

Brand communication is operationally defined as "A tool by which organizations remind, persuade, teach and inform consumers regarding their brands, products and services that they sell. It represents the brand's voice and how they create a relationship with consumers through both controlled and uncontrolled communication." (Kotler & Keller, 2007).

3.16.3.1 Controlled communication

Controlled communication is operationalized as favorable advertising and promotion of the brand, consumers have a positive feeling towards the advertising and promotion of the brand, and the consumers become happy with the advertising and promotion of the brand.

3.16.3.2 Uncontrolled communication

Uncontrolled communication is operationalized as the publicity which influences the evaluation of the brand, a publicity which helps in formulating the idea about the brand. When friends/family provide some different idea about the brand and friends/family help the customer to generate the idea about the cellular brand.

3.16.4   Brand Equity

Brand equity is operationally defined as the differential effect of brand knowledge on consumer response to the marketing of the brand. Brand equity is measured using the

dimensions brand loyalty, perceived quality, brand association and brand awareness.

3.16.4.1 Brand Awareness

Brand awareness is operationalized as the brand recalled when a customer makes a purchase decision, a brand is recognized quickly among other competing brands, a customer is familiar with the brand.

3.16.4.2 Brand Loyalty

Brand loyalty is operationalized as a brand which is of the best choice of the consumer, a brand is first and foremost choice of the consumer, a customer speaks positive about the brand and also encourage others to buy the cellular brand.

3.16.4.3 Brand Association

Brand Association is operationalized as a brand which is unlikely to be defective, a customer is proud to own this brand, a brand which is least likely to be defective when it is used.

3.16.4.4 Perceived Quality

Perceived quality is operationalized as a brand which is of good quality, a brand performs superior to its competitors, a brand is reliable in its performance and is better than other brands in terms of form and appearance.

3.17 Data Analysis Technique

To process the data analysis, the study has used SPSS latest version (Version 20) and SEM analysis with AMOS. To investigate and examine the data which was collected for the study, (SPSS) Statistical Package for Social Sciences was used. The coding was done according to the questionnaire scale. After that, according to the study requirement, the responses were

entered. To analyze the descriptive statistics and for measuring the reliability of the adapted instrument, SPSS is used.

In addition to it, to verify the results obtained, Confirmatory Factor Analysis (CFA) and Exploratory Factor Analysis (EFA) was used. One of the most essential and fundamental role of AMOS is to analyze and test the research model, which extracts the values from the datasheet of SPSS.

3.18   Statistical Approach for Analysis of Data

3.18.1   AMOS

This study investigated both causal and correlational behaviors. Data analyzed through SPSS (Statistical Package for Social Sciences) and AMOS (Analysis of Moment Structure. Correlation analysis is used for determining relations among variables. SPSS is used for inspecting and resolving the theory before the hypotheses are tested. First of all, the regression assumptions were checked so that the multi-collinearity issue is resolved in the regression model. This makes it clear about the study that there is no issue regarding the normal distribution of data, autocorrelation, and multi-collinearity besides data validity as well as reliability. Each of these reservations is firstly determined and represented in this chapter.

After this, various descriptive statistical estimates like standard deviation, minimum and maximum values, frequency distribution, kurtosis and skewness, median and mean were determined to get a vivid understanding of the data. For the regression model, kurtosis and skewness are determined for the data appropriateness. Sekaran and Bougie, (2013) examined that inferential instruments can be utilized for studying the hypothesis of the study, and one of these is multiple regression.

Furthermore, according to the study necessities, the respondent's responses were entered.

SPSS has been used to test the instrument reliability in the study. Further, to examine the data set and descriptive data statistics, SPSS is utilized. One of the add-on modules in SPSS is AMOS. It has two main parts which include AMOS Basic and AMOS Graphics. AMOS Basic lets the model specification from equation statements whereas, AMOS Graphics refers to the model specification in a graphical way which means that it presents the model in a diagrammatical way. Another essential characteristic of AMOS is that it is capable of bootstrapping standard error and generating confidence intervals for parameter estimates (Arbuckle, 2003).

Data analysis was done in various steps. Firstly, descriptive analysis was carried out. After that, to find out the internal consistency of the variable's constructs, correlation analysis was used. Various statistical analysis tests were applied, including the Cronbach's alpha which was also determined. After the reliability check, SEM was applied through Amos 19 software to check out the relationships. SPSS 21 was also used to check out the relationships between certain variables. All the collected data was put in the SPSS (Statistical Package for Social Sciences) version 21 to check out the correlation. After this, AMOS was used to develop SEM, i.e. Structural Equation Modeling.

Since the present study focuses on analyzing the relationship between corporate visual identity and brand personality with brand communication as a mediating variable and the moderating role of brand equity between brand communication and brand personality. The analysis is done, and then the relationships were found out in the following steps.

a. The relationship between corporate visual identity and brand personality.
b. The relationship between CVI and brand communication
c. The relationship between brand communication and brand personality

d. The relationship between corporate visual identity and brand personality with the mediating role of brand communication

e. Relationship between brand communication and brand personality with the moderating role of brand equity

The tables and graphical representations were interpreted, because of the analysis done on the steps as mentioned above, primarily through measurement model and structural model. Based on the theoretical model of the research study, hypotheses were tested, discussion and recommendations were made, and then the conclusion was drawn.

3.19 Phases of Data Analysis

Data analysis is done just to answer the research questions which were raised in chapter 1. Multiple steps were followed to assure the validity and consistency of the results. In this chapter of data analysis, detailed analysis of the relationships is presented. After the data were gathered, it was coded and analyzed using AMOS software. The data gathered were also checked out for its normality, outliers, and missing values. Before SEM was applied, the following steps were performed; scale measurement to authenticate the validity of the study results through performing a pilot study.

The sole purpose of performing a pilot study is to make sure that the instrument was appropriate for data collection. For analysis of research data, statistical techniques were used. Descriptive statistical techniques were used for data screening, and confirmation of the normality of the data was done before proceeding towards the data analysis. Though all the variables used in the study are supported by theories and the review of the literature, the current study model takes in these variables in an innovative integrated model. AMOS was used to carry out the analysis.

3.20 Summary of the Chapter

This chapter explains the methodology adopted to carry out the research study. The targeted population for the current study is the users of the telecom service providers of Pakistan. The data is gathered from all the provinces of Pakistan because the users are residing all over Pakistan. For collecting the data, the stratified probability sampling technique is used. The pilot study is done on a total of 100 questionnaires received from the respondents to measure the reliability and validity of the instrument used in this research.

Further the data were screened and examined to make the data even more accurate to perform the main study. The results of pilot testing regarding the reliability and validity depicts that the analysis provides the insight related to the internal consistency of the instrument used in the research. It also shows that the instrument used is valid and reliable for further study.

In addition to it, the procedure of collecting the data is given in detail. Data examination and screening are also presented. This chapter is concluded on some of the ethical considerations while performing the research, and the least invasion of the researcher in work setting under study is ensured.

CHAPTER 4
ANALYSIS AND FINDINGS

This chapter presents the analysis of the data, which is collected mainly based on the theoretical framework of the thesis. The empirical analysis of the theoretical framework using the software SEM and SPSS is presented. This chapter contains multiple phases. The first phase comprises the descriptive analysis, data examination and adequacy of the sample in detail. The second phase contains the Exploratory Factor Analysis (EFA). The next phase gives a detailed explanation for Confirmatory Factor Analysis (CFA). This chapter also includes testing the hypothesis that Brand Communication mediates the relationship between Corporate Visual Identity (IDV) and Brand Personality (DV). It also examines the relationship between brand communication and brand personality with the moderating role of brand equity. This chapter has also concisely demonstrated reliability and validity analysis.

4.1   Sample Demographics and Missing Values

This section investigates about the adequacy of the sample, missing values and sample demographics which include marital status, gender and age, and this demographic analysis is done through SPSS descriptive analysis. Data screening issues and the techniques used to handle the issue of missing value is also incorporated.

4.2   Sample Demographics

To examine the demographic factors of the study, descriptive analysis

is employed, and these demographic factors are marital status, age and gender. The detail of the descriptive analysis of the demographic factors is presented in table 4.1. The table also depicts the variation in the respondents in their marital status, age and gender. Whereas, a total of male respondents percentage is 62.7%, as in Pakistan, usually, males tend to avail more cellular services as they have to stay out of the home due to their workplace commitments and are likely to use more cell phones as compared to females. The percentage of female respondents is less in the study, which is 37.2%.

Table 4.1: Demographic Distribution with Respect to Gender

		Frequency	Percent	Valid Percent	Cumulative percent
Valid	Male	964	62.76	62.76	62.76
	Female	572	37.24	37.24	100.0
	Total	1536	100.0	100.0	

The respondent's attributes related to gender, i.e. male or female, depicts that a larger percentage of cellular service users are male respondents whereas, female respondents are lesser and is illustrated in table 4.1. The table shows that 62.76% of respondents were males whereas 37.24% of persons who responded were females.

Table 4.2 Sample Distribution with Respect to Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	958	62.36	62.36	62.36

Married	578	37.63	37.63	100.0
Total	1536	100.0	100.0	

The respondents attribute related to marital status, i.e. single or married, is illustrated above in Table 4.2. This table shows that 62.36 persons who responded were single whereas 37.63% of respondents were married. In addition to it, the results depict that among the people who responded, single people are more significant in numbers as compared to married persons.

Table 4.3 Sample Distribution with Respect to Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20	206	13.41	13.41	13.41
	21-30	382	24.86	24.86	38.27
	31-40	415	27.01	27.01	65.28
	41-50	344	22.40	22.40	87.70
	>50	189	12.30	12.30	100.0
	Total	1536	100.0	100.0	

Table 4.3 shows the respondents attribute related to their age group. Table 4.3 clearly shows

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that 31.41% of people who responded were below 20 years of age. 24.86% of respondents fall between the age group of 21-30 years. 27.01% of respondents lie in the age group of 31-40 years. 22.40% of respondents are from the age group of 41-50 years, and similarly, 12.30% of respondents belong to the age above 50 years.

4.3   Identification of Missing Values and Data Entry

Detailed scrutiny of the data is essential for any risk of error in data entry as well as in the data set for the handling of the missing values. Therefore, concerning each case and each item, the data can be screened by using SPSS-20 in the analysis of missing value. At the start, total 1800 questionnaires were disseminated in telecom service users (Mobilink, Telenor, Ufone, Zong and Warid). All questionnaires were sent by hand or through email or by post.1586 questionnaires were retrieved back. Whereas, around 46 questionnaires were disqualified because they had missing values and outliers, which the respondents did not fill carefully. The final questionnaires which are considerable for the study are 1536 and formed the response rate of 78.76% as expected because of the use of personal references in collecting the data. During the survey was conducted, some of the respondents were facing the constraints of time, so they didn't accept to fill the questionnaire.

Two significant tests namely, KMO and Bartlett's tests of sphericity are useful in judging the sample size adequacy for multivariate analysis. In the second step, descriptive analysis was held in so that if there is any chance of existence of outliers is there, it should be caught and dealt with. However, through descriptive analysis, variances abnormal type can be checked in the data. Accuracy of data entry can be verified when results obtained

through mean deviation, standard deviation and frequency distribution. While observing the questionnaires directly, missing values can be removed. In SPSS sheet, no questionnaire comprehending missing values is entered. So for this study, the data is free from missing values.

4.4   Measurement of Normality

Checking assumption of normality is especially critical before undertaking the SEM investigation. Kurtosis is a decent measure to check data normality. Whereas, skewness defines the extent to which a distribution differs from a normal distribution. If skewness and kurtosis both have high esteemed, it demonstrates data non-normality (Hall and Wang, 2005). The cut-off qualities for kurtosis and skewness go in the middle of +2 to 2. Table 4.4 shows the normality of data. When statistic value is divided by std, error than its value lies in between the range of skewness and kurtosis, i.e., +2 to - 2.

Before leading to any assessment, kurtosis and skewness are measured. To verify and to clear various uncertainties, the information is made clear. These doubts can be related to (a) the data should be free from outliers and missing values, (b) there should be no issue of multi-collinearity, (c) typical circulation of information. Kurtosis and Skewness give information regarding the data to be typical or not. (Hall & Wang, 2005) indicated that to measure and check the normality of the data, the measures of kurtosis and skewness are sufficient whereas. Tabachnick & Fidell, (2001) stated that to check the normality of the data, the histogram is sufficient. In addition to it, the issue of multi- collinearity can be checked by drawing the correlation matrix through VIF (Variance Inflation Factor) (Freund et al., 2000). Consequently, the estimations of mean, differences, kurtosis, skewness, and VIF computed in this section are for

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checking that the information fulfills the fundamental necessities of normality as well as multi- collinearity.

A few investigations demonstrated that if the data size is huge, then non- normality does not create any problem. The non-normal data does not cause any problem if the data set is sufficiently large, even more significant than 200 or 300 (GhaSEMi & Zahediasl, 2012). Thus it is revealed that parametric tests can be applied even if the data is non-normal. In addition to it, the data distribution can also be overlooked if the size of the sample contains observations in hundreds. As far as possible hypothesis says, (a) distribution of sampling is normal when data to be sampled will be almost normal, (b) distribution of sampling generally tends to be normal in samples greater than 200 or 300. Independent of the above exchange, the current data is normal, so further investigation and processing will not create any serious concerns. As indicated by Ghai and Zahediasl (2012) with sufficiently huge sample sizes (> 200 or 300), the infringement of the assumption of normality ought not to cause real issues; this suggests we can utilize parametric methods notwithstanding when the information is not ordinarily conveyed. Besides, on the off chance, we have the size of the sample comprising hundreds of observations, we can disregard the data distribution. Since the sample size is >300, so it is assumed that non-normality of the data does not cause major issues.

Table 4.4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Mean CVI	1536	1.00	5.00	1.3295	.54119	.851	.109	.425	.218
Mean BC	1536	1.00	5.00	2.1267	.51211	.386	.109	.250	.218
Mean BE	1536	1.00	5.00	2.0645	.55685	.917	.109	.570	.218
Mean BP	1536	1.00	5.00	1.8212	.60203	.914	.109	.341	.218
Valid N (listwise)	1536								

Kurtosis and Skewness analysis shows that the data is normal. After dividing the skewness with its standard deviation, the result is in between +2 and -2. In addition to it, the mean value which is mentioned in the above table depicts the response's mean value by the respondents.

4.5   Assessment of Multi-Collinearity

This is another essential presumption to check if the data contains multi-collinearity or not. If there exists multi-collinearity in the data, it creates differences and measurable problems in the application of the model. Therefore it has become imperative illuminate the issue of multi-collinearity.

4.5.1 Multi-Collinearity Related Issues

Conceivable factual issues, which may perhaps happen because of the nearness of multi-collinearity, are discussed below. Within sight of multi-collinearity, the gauge of one variable's effect on the dependent variable Y while controlling for the others tends to be less exact than if indicators were uncorrelated with each other. The common understanding of a coefficient of regression was that they give an estimation of the

impact of a change in one unit in the independent variable, X1, holding alternate variable constant. If with another independent variable if X1 was highly correlated, X2, in the given informational index, at that point we have an arrangement of perceptions for which X1 and X2 have a specific straight stochastic relationship. We do not have an observation set intended for which all progressions in X1 are autonomous of changes in X2, so we have a loose estimation of the impact of independent deviations in X1.

However, for dependent variables, collinear factors contain similar data. If ostensibly "extraordinary" measures evaluate a similar wonder, then they are repetitive. On the other hand, if the factors are concurred various names and maybe utilize

distinctive numeric scales for measurements yet are very connected with each other, at that point they experience the redundancy.

An essential feature of multi-collinearity is that the standard error of the influenced coefficients tends to be vast. All things considered, hypothesis testing that either coefficient is equivalent to zero might lead an inability to dismiss a false null hypothesis which has no impact of the explanator, II type error. Little changes in the input can prompt expansive changes in the model, this is another issue in multi- collinearity, notwithstanding bringing about changes of an indication to parameter estimates.

As much as the hidden detail is right, multi-collinearity does not predisposition comes about, its only creates huge standard error within the associated independent variables. All the more significant, the typical utilization of regression was taking coefficients from model and after that apply to another data.

If multi-collinearity was moderate, then it may not be risky. In any case, extreme multi-collinearity was an issue since it can build the difference of coefficient variance as well as make the appraisals exceptionally delicate to minor changes within the model. The outcome was that the coefficient variance was insecure as well as hard to decipher. Multi-collinearity saps the factual energy of the investigation can make the coefficients switch signs, and makes it harder to indicate the right model.

VIF (Variance Inflation Factor) was a sound system to check multi-collinearity present or not (Stine, 1995). As indicated by a few researchers, if Variance Inflation Factor (VIF) less than 10, whereas tolerance was less than 1, it shows that multi-collinearity does not exist in the data. Table 4.2 demonstrates the multi-collinearity concerning the present study model.

Table 4.5: Collinearity Statistics

	Tolerance	VIF
CVI	.807	1.239
BC	.765	1.306
BE	.921	1.085

Dependent Variable: BP

In the above table, all the values show that in the data, there is no multi-collinearity. The VIF and Tolerance values are reported in the data is done through SPSS and are reciprocal statistics for the multi-collinearity assessment (Hair et al., 2006). Hence table 4.5 clearly shows that the data is free from multi-collinearity issue.

When there is a correlation between the independent variables, multi-collinearity exists, and its value is greater than 0.9. Whereas, if the Tolerance and VIF (Variance Inflation Factor) value are right according to the measure described above, there is no existence of multi-collinearity. It is evident from table 4.5 that the study does not have any issues of multi-collinearity. All the Tolerance values are greater than 0.1, and in addition to it, all the values of VIF are less than 10.

4.6   Reliability of the Instrument- Cronbach's Alpha Value

The reliability explains that an instrument can produce likely, similar or reliable results when applied to different context or occasions. Issues relating to reliability and validity can be resolved through a detailed literature review. The reliability of the

instrument was analyzed, and it was above 0.7. The range of Cronbach's alpha 0.70 is

acceptable (George, Nancy & Barret 2004). According to (Dawes 2008; Dillman et al.,

2009) one of the essential requirements, before the data analysis is conducted, is the

reliability analysis because reliability tells about the accuracy and consistency of results

for items of the research questionnaire items. The reliability results of the questionnaire

for the study are given below in table 4.6.

Table 4.6: Reliability results (N=1536)

Name of construct	Alpha value	N (Pilot)
Corporate Visual Identity	0.830	1536
Brand Communication	0.718	1536
Brand Personality	0.720	1536
Brand Equity	0.797	1536

4.7   KMO and Bartlett's Test of Sphericity

One of the measures of sampling adequacy is KMO & Bartlett's Test of

Sphericity which is used to find out the item to the variable ratio to conduct the

analysis. As to accept sample adequacy KMO & Bartlett's test play a significant role

in various business and academic researches. However, ranges of KMO lies between

0-1, while the worldwide acceptable index was 0.6. Moreover, Bartlett's Test of

Sphericity transmits study importance as well as shows suitability and validity of

responses together from the problem being tended to through the investigation.

According to (Perri, 2012) suitable Bartlett's Test of Sphericity recommended for

factor analysis should be > 0.7however >0.6 is also adequate. The values of Bartlett's

test of sphericity and KMO for the study constructs is presented in Table 4.7.

Table 4.7 KMO and Bartlett's Test

SAMPLE ADEQUACY	Corporate Visual Identify	Brand Communication	Brand Personality	Brand Equity
Kaiser-Meyer Olkin	.777	.713	.742	.639
Approx. Chi-Square	1181.109	1195.891	1266.352	396.518
Bartlett's Test of Sphericity- df	6	3	6	3
Sig.	.000	.000	.000	.000

4.8   Structural Equation Modeling (SEM)

One of the statistical analysis techniques used for multivariate is Structural Equation

Modeling (SEM). SEM breaks down various models through factual examination or it appraises

the legitimacy of central speculations with the assistance of exact information. SEM is an

essential method that can look at the connection between dormant builds typically measured

through various items, though different strategies neglect to do as such (Lei et al., 2007).

Moreover, Suhr (2006) expressed that SEM was a greatly improved method than different other methods as it access to evaluate that are useful in perceiving the flawed idea of measures and tests for show fit. This procedure functions admirably on CFA called hypothesis testing; along with this, it makes an easygoing connection between numerous factors. Distinctive hypotheses indicate these easygoing patterns. The exceptionally fundamental motivation behind SEM examination was to accommodate that the gathered arrangement of information in analysis takes after that pre-indicated course of action as hypothesized by the scientist. Besides, model fit surveys the consistency of the easygoing designs (Lei et al, 2007). Structural Equation Modelling (SEM) was a strategy that was appropriate just for a larger sample, i.e., N > 200 as well as sample size required is somewhat subject to show multifaceted nature, the estimation technique utilized, and the distributional attributes of observed factors (Kline, 2005).

SEM investigation manages the estimation show and the basic model both. CFA led to approve the structure of develops in the examination. The fundamental capacity of CFA was to recognize the dormant variable. Because of the recognizable proof of dormant variable, it turned out to be a piece of the last model and because of which the last model planned for examination. Confirmatory factor analysis decides factor loading of latent variables on its builds as well as gives a suitable model fit to conceivable acknowledgment or dismissal of the proposed speculation. The CFA is not quite the same as EFA in wording that we estimate CFA first in an element structure and verified observationally as opposed to getting from the information (Lei et al., 2007).

SEM investigation was an effective and straightforward procedure for concentrate variables mediating role. As in structural equation modelling examination variables can serve as

both the parts as an independent variable as well as the dependent variable, such variable was known as the mediator (Lei et al., 2007). McQuitty (2004) analyze that, structural equation modelling examination continues in various strides before finishing up to final model whereas these means are;

1- Model specification

2- Model estimation

3- Evaluation and modification of the model

A vital element of SEM was that it hypothesizes model fit to watch informational index. Further, utilization of SEM was lead way examination and to decide immediate and aberrant impact among various factors (Lleras, 2005).

Structural Equation Modeling (SEM) calculates interconnected dependence relationships concurrently. This term presents the notion that the processes under observation be presented by a sequence of equations that are structural (i.e. regression) and can be fashioned in a picture form to allow an understandable and simple conceptualization of the process. The hypothesized structure can be put to the test in concurrent analysis of this system of multi variables to establish the limit to which this is compatible with data. If the goodness is sufficient, then the model asserts for the credibility of stated relations amongst the variables.

4.9   Factor Analytic Model

Factor analysis is the best and oldest statistical method for searching relation among sets of calculated latent variables. When the researcher employs the factor analysis, he examines the co-variation between the variables and collects information on the underlying latent factors (i.e. variables).

The two fundamental kinds of factor analysis are Confirmatory Factor Analysis (CFA) and Exploratory Factor Analysis (EFA). The factor analytic model (EFA or CFA) emphasizes only on the extent to which the calculated variables are connected to their latent factors. To be specific, it is more concerned with the degree to which these observed variables are made by the latent constructs and the primary concern is thus the power of the regression paths from the observed variables to the factors.

Exploratory Factor Analysis is fashioned for situations in which the connections among the latent and observed variables are uncertain or unknown. Thus after the questionnaire items are formulated, an EFA is performed to find out the extent to which the item measurements are connected to their latent factors.

In contrast to this, the CFA is employed when the researcher hypothesizes the link between calculated measures and underlying factors based on the theoretical knowledge, empirical research or both and then test this postulated structure statistically.

4.10 Exploratory Factor Analysis (EFA)

EFA investigates the conceivable hidden component structure of an arrangement of measured factors without forcing any biased structure on the result. EFA builds up the connection between items as well as develop because of correlations which decide either item were loaded whether on the same independent variable or whatever another latent variable. According to Byrne, (2001), correlation value however calculated in this manner need to load high primarily to the same latent variable to whom it belongs, though correlations would be low as on various persuasive factors.

For exploratory factor analysis, the threshold values of the measures are 0.5 (Yong and Pearce, 2013). In Exploratory variable examination (EFA), normally 3 tables were valuable to investigate develop. These tables consist of;

1. Rotated Matrix

2. Structure Matrix

3. Component Correlation Matrix

The quality of the relationship between the variables of a construct is found by the Component Correlation Matrix. The loading of all the items on the construct is done by Rotational matrix. The data regarding the correlation coefficient between all the factors is given by Structure matrix. Eigen value rule follows the assumption that if the value of eigen value of the factors is <1, they are not considered as essential because they have a very little contribution or a very minimal change in the construct. For this reason, these items should be removed (Kaiser, 1960).

Principal component factoring is used for the research study as a rotation method. To perform the factor analysis, principal component factoring is a very suitable and correct technique when there is a normal distribution of data is there. It can also be used in instances where the data is not normal, because this study has used an adapted questionnaire that's why EFA is applied to the constructs of the model.

Exploratory factor analysis of the variables is as under:

Table 4.8 Factor Analysis of Corporate Visual Identity

Initial Items (16-Items)		Final Items (14-Items)	
Dimensions	**Items**	**Dimensions**	**Items**
Corporate Visual Identity	BN_1 BN_2 BN_3 BN_4	**Corporate Visual Identify**	BN_1 BN_2 BN_3 BN_4
	BNl_5 BN_6		BNl_5 LOGO_1
	LOGO_1		BN_6 LOGO_4
	LOGO_2		LOGO_3 BCOLOR_2
	LOGO_3 LOGO_4		BCOLOR_1 BCOLOR_4
	LOGO_5		BCOLOR_3
	BCOLOR_1		BCOLOR_5
	BCOLOR_2		
	BCOLOR_3		
	BCOLOR_4		
	BCOLOR_5		

In the EFA of Corporate Visual Identity (CVI), there were three primary dementias

Brand Name, Brand Logo and Brand Color while items of Brand Name and Brand

Color were loaded initially, two items of the Brand logo (LOGO_2, LOGO_5) were

deleted.

Table 4.9 Factor Analysis of Brand Communication

Initial Items (15 items)		Final Items (7-Items)	
Dimension	**Items**	**Dimension**	**Items**
Brand Communication (BC)	BCOMM_1	Brand Communication (BC)	BCOMM_1
	BCOMM_2		BCOMM_2
	BCOMM_3		BCOMM_3
	BCOMM_4		BCOMM_4
	BCOMM_5		BCOMM_5
	BCOMM_6		BCOMM_6
	BCOMM_7		BCOMM_7
	BCOMM_8		
	BCOMM_9		
	BCOMM_10		
	BCOMM_11		
	BCOMM_12		
	BCOMM_13		
	BCOMM_14		
	BCOMM_15		

In the EFA of Brand Communication (BC) fifteen item were run for analysis

while seven were loaded initially, while other were removed because the correlation was

low with the factors. Results are described above.

Table 4.10 Factor Analysis of Brand Personality

Initial Items		Final Items	
Dimensions	**Items**	**Dimensions**	**Items**
Brand Personality (BP)	BSIN1 BSIN2 BSIN3 BSIN4 BSIN5 BSIN6 BSIN7 BSIN8 BSIN9 BSIN10 BSIN 11 BEXC1 BEXC2 BEXC3 BEXC4 BEXC5 BEXC6 BEXC7 BEXC8 BEXC9 BEXC10 BEXC BCOM1 BCOM2 BCOM3 BCOM4 BCOM5 BCOM6 BCOM7 BCOM8 BCOM9 Bsoph1 Bsoph2Bsoph3 Bsoph4Bsoph5 Bsoph6 BMasc1 BMasc2BMasc3 BMasc4BMasc5	Brand Personality (BP)	BSIN1 BSIN2 BSIN 3 BSIN4 BSIN6 BSIN7 BSIN8 BSIN9 BEXC1 BEXC2 BEXC3 BEX4 BEXC6 BEX7 BEXC9 BEXC10 BCOM1 BCOM2 BCOM3BCOM4 BCOM5 BCOM6 BCOM7 BCOM8 Bsoph1 Bsoph2 Bsoph3 Bsoph4 Bsoph5 Bsoph6 BMasc1 BMasc2 BMasc3 BMasc4 BMasc5

In the EFA of Brand Personality (BP), there were five main dementias Sincerity, Competence, Excitement, Sophistication and Ruggedness. All 42 items for brand personality were run initially for the analysis. 35 items were loaded, and 7 were deleted due to low correlation with the factors.

Table 4.11 Factor Analysis of Brand Equity

Initial Items		Final Items	
Dimensions **Items**		**Dimensions** **Items**	
Brand Equity (BE)	PQ1 PQ2 PQ3 PQ4 PQ5 BRAW1 BRAW2 BRAW3 BRAW4 BRAW5 BRAS1 BRAS2 BRAS3 BRAS4 BRAS5 BRAS6 BRAS7 BRAS8 BRAS9 BRAS10BRAS11 BRL1 BRL2 BRL3BRL4 BRL5 BRL6 BRL7 BRL8 BRL9	Brand Equity (BE)	PQ1 PQ2 PQ3 PQ4 PQ5 BRAW1 BRAW2 BRAW3 BRAW4 BRAW5 BRAS1 BRAS2 BRAS3 BRAS4 BRAS6 BRAS7 BRAS8 BRAS10 BRAS11 BRL1 BRL4BRL5 BRL6 BRL7 BRL8 BRL9

In the EFA of Brand Equity (BE), there were four dimensions i.e. brand awareness, perceived quality, brand association and brand loyalty. Initially, 30 items were run for the analysis and 26 items were loaded, whereas 4 items were deleted due to low correlation with the factors.

4.11 Model Evaluation Criteria: Goodness of fit

Of foremost interest in Structural Equation Modeling (SEM) is the degree to which a hypothesized data 'suits' or it fairly explains the data. Ideally, estimation of a model fit must be derived from different viewpoints and based on many criteria that test model fit from different viewpoints.

Suhr (2006) specified that it connotes the consistency level among examples of a settled and determined parameter that of variance as well as co-variance of data

observed set. With a specific finish target to decide if the assembled informational collection tells fitness of the model or not, as it was developed bearing in mind the insight of the fitness of model esteems and also standardized regression weights. Diverse analysts utilize distinctive assessments to decide model fit. In contrast, Kenny and McCoach, (2003) suggest as a large portion of the examinations utilized RMSEA (Root mean square error of approximation), CFI (Comparative Fit Index), TLI (Tucker- Lewis Index) and GFI (Goodness-of-Fit Index) to assess model fit. According to (Wheaton et al., 1977; Tabachnick & Fidell, 2007), for Chi-square measure, the adequate range lies between 5 to 2. RMSEA gives data about how well the model, with obscure however, ideally picked parameter evaluations would fit the populace's covariance lattice (Byrne, 1998). According to (Browne and Cudeck, 1993), the value of RMSEA should be less than 1 or >0.8 for model fitness. (MacCallum, 1995) suggested that the value of RMSEA greater than 0.1 are also acceptable up to an extent.

According to Barrett (2006), GFI measures the decency of model fit and is used to measure the level of error. The estimated value of GFI should be greater than 0.9 for model fitness (Wang, 1999). Values of TLI, GFI and IFI fundamentally shift with the specimen value chosen for investigation. IFI estimation is used to analyze the chi- square estimation taking into account the assumptions of an invalid theory which suppose that all the factor of the model is not correlated (McDonald et al., 2002). According to (Suhr, 2006), CFI measures the non-uniformity work concerning the estimates of the sample in the study. (Bentler & Bonett, 1980) are of the views that for a model to be fit, the value of CFI should be >0.9. According to Hooper et al., (2008), NFI estimates the model by looking at $\chi2$ model estimation to $\chi2$ of an unacceptable model. The value of NFI estimate should be in between 0 and 1. (Bentler & Bonett, 1980) explains that TLI is utilized when the most part information is non-normed. The estimate for TLI should be greater than 0.8 (Hooper, 2008) but according to (Hu & Bentler, 1999), the least value accepted for

model fitness is greater than 0.9.

Another model fit measurement index is Hoelter which measures if the sample estimates sufficient (Hoelter, 1983). According to (Hu & Bentler, 1995), the threshold point proposed for model fit is 200. The point of variation records evaluates "the size of diminishing in display chi-square (for one degrees of flexibility) while expected parameter change approximates the normal size of progress in the parameter gauge when a specific fixed parameter is openly assessed" (Lewis and Byrd, 2003). The evaluation of standardized regression weights must be more noteworthy or equivalent than 0.40.

4.12 Measurement Model Fit and Modification

This segment focuses on starting evaluation demonstrate fit beside CFA. One of the perfect systems for breaking down the legitimacy of factorial structures is CFA (Confirmatory Factor Analysis). It is useful to evaluate the estimated values and observes if the things are heaped to their particular measurements or not (Byrne, 2001).

An essential strategy for presenting an identifiable proof in case the model is not fit is confirmatory factor analysis. The results of AMOS provide a variety of options that help in confirmation of measurement estimates or additionally the model fit is broken down by AMOS. Change lists have declining weights differences as well as covariance and express an effective approach for a model fit to be completed. Lewis and Byrd (2003) expressed that standardized loading was likewise an essential viewpoint that addresses the things which were loading on the idle factors and least stacking is 0.40. Along these lines, it is recommended that if the loading was not supporting the model that requires cancellation of things, include another way, or relate the remaining terms to accomplish the model fit (Anderson and Gerbing, 1988). In this way, an additional examination was presented in

detail as specified by these suppositions.

4.13 Confirmatory Factor Analysis

CFA (Confirmatory Factor Analysis) is a corroborative method and hypothesis- driven. The research needs to limit the distinction between the unobserved as well as observed variables (Hair et al., 1998). CFA is measured to test and measure the extent to which the measured factors speak to in a slight increase. Before conducting confirmatory factor analysis, Cronbach-alpha is performed. Once the Cronbach-alpha is performed to the primary request model, the components or factors are furthermore broken down at the second request level. The examination of the second request for considerable model fit is completed for the obtained information.

Authors like (Kline, 2011; Hair et al., 1998; Byrne, 2010) gave their recommendations regarding the model fit indices. A list was maintained with the tests and their threshold values, and this list was utilized as a benchmark for testing the validity, reliability and model fit indices for all the study measures. Table 4.12 depicts the fit indices of the study.

Table 4.12 Model fit indices with accepted values

Level of Model Fit	Overall Model Fit		Model Comparison	
	Model Fit			
Fit Measures	**CMIN/DF**	**RMSEA**	**IFI**	**TI**
Further analysis is Required	>2	> .1	< .90	< .9
Acceptable Scale for Good Model Fit	≤2 or 5	< .08 (Accepted up to .1)	≥ .90	≥ .9

4.13.1. Corporate Visual Identity

CVI (Corporate Visual Identity) is an independent variable in the current study and comprises of three dimensions, which includes Brand name, Brand color and Brand logo. Confirmatory factor analysis was applied to all the three dimensions of CVI and model fit was evaluated. All the items had just the right factor loading greater than 0.5. Table 4.13 shows that model fit and factor loadings.

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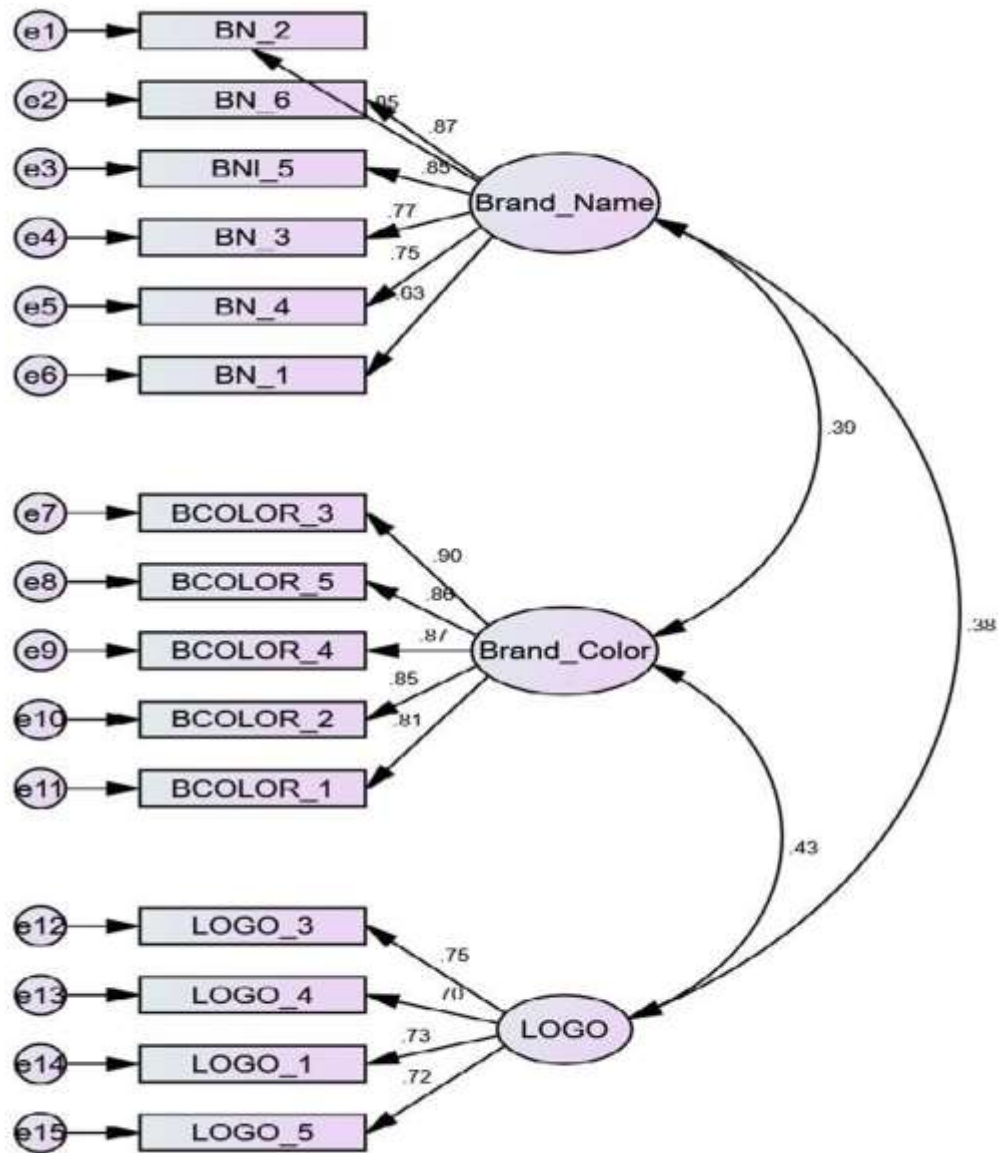
Figure 4.1: CFA for Corporate Visual Identity

Table 4.13 Model Fit of Corporate Visual Identity

Factor	Indicator item	Factor loading	CR	Sig.
CVI	BN 1	0.63	13.49	0.00
	BN 2	0.85	-----	0.00
	BN3	0.77	17.70	0.00
	BN4	0.75	17.19	0.00
	BN5	0.85	20.57	0.00
	BN6	0.87	21.34	0.00
	BCOLOR_1	0.81	21.34	0.00
	BCOLOR_2	0.85	23.67	0.00
	BCOLOR_3	0.90	--------	0.00
	BCOLOR_4	0.87	25.10	0.00
	BCOLOR_5	0.86	24.50	0.00
	LOGO_1	0.73	12.78	0.00
	LOGO_3	0.75	--------	0.00
	LOGO_4	0.70	12.33	0.00

| | LOGO_5 | | | |
| | 0.72 | 12.55 | | 0.00 |

	CMIN/DF (χ^2/df)	**RMSEA**	**GFI**	**TLI**	**CFI**
Model Fit	2.435	0.06	0.950	0.931	0.926

4.13.2. Brand Communication

Brand Communication is a mediating variable it comprises two dimensions, which includes controlled and uncontrolled communication (fig 4.2). Both the dimensions of brand communication were analyzed after applying CFA and to check model fitness. Two items had poor factor loading and were dropped from the dimensions, so there remained fourteen items on the construct of Brand Communication. Table 4.14 depicts the model fit.

Figure 4.2: CFA for Brand Communication
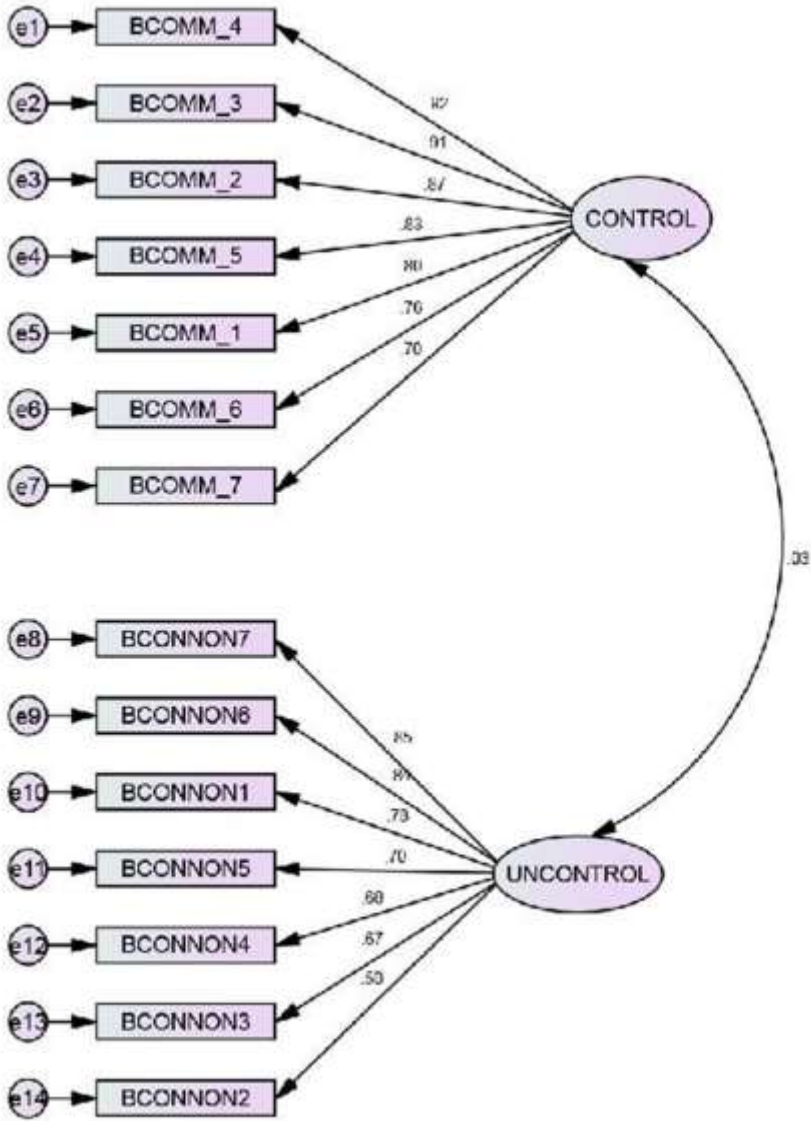
Table 4.14 Brand Communication

Factor	Indicator items	Factor loading	CR	Sig.
Brand Communication	BCOMM_1	0.80	17.57	
	BCOMM_2	0.87	21.34	0.00
	BCOMM_3	0.91	23.61	0.00
	BCOMM_4	0.92	--------	0.00
	BCOMM_5	0.83	18.75	0.00
	BCOMM_6	0.76	15.91	0.00
	BCOMM_7	0.70	13.51	0.00
	BCONNON1	0.78	14.13	0.00
	BCONNON2	0.50	7.88	0.00
	BCONNON3	0.67	11.29	0.00

BCONNON4	0.68	11.49	0.00
BCONNON5	0.70	12.00	0.00
BCONNON6	0.84	15.54	0.00+++++++
BCONNON7	0.85	--------	0.00

	CMIN/DF (χ^2/df)	RMSEA	GFI	TLI	CFI
Model Fit	2.251	0.071	0.968	0.926	0.971

4.13.3. Brand Personality

Brand Personality is the dependent variable, and it comprises five dimensions, which includes ruggedness, sophistication, excitement, competence and sincerity and shown in figure 4.3 Confirmatory Factor Analysis was done to all the five dimensions of brand personality and model fit was evaluated. It can be seen that no item was dropped and each item had wonderful factor loading, which is >0.5. Table 4.15 also depicts the model fit indices.

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Figure 4.3: CFA for Brand Personality
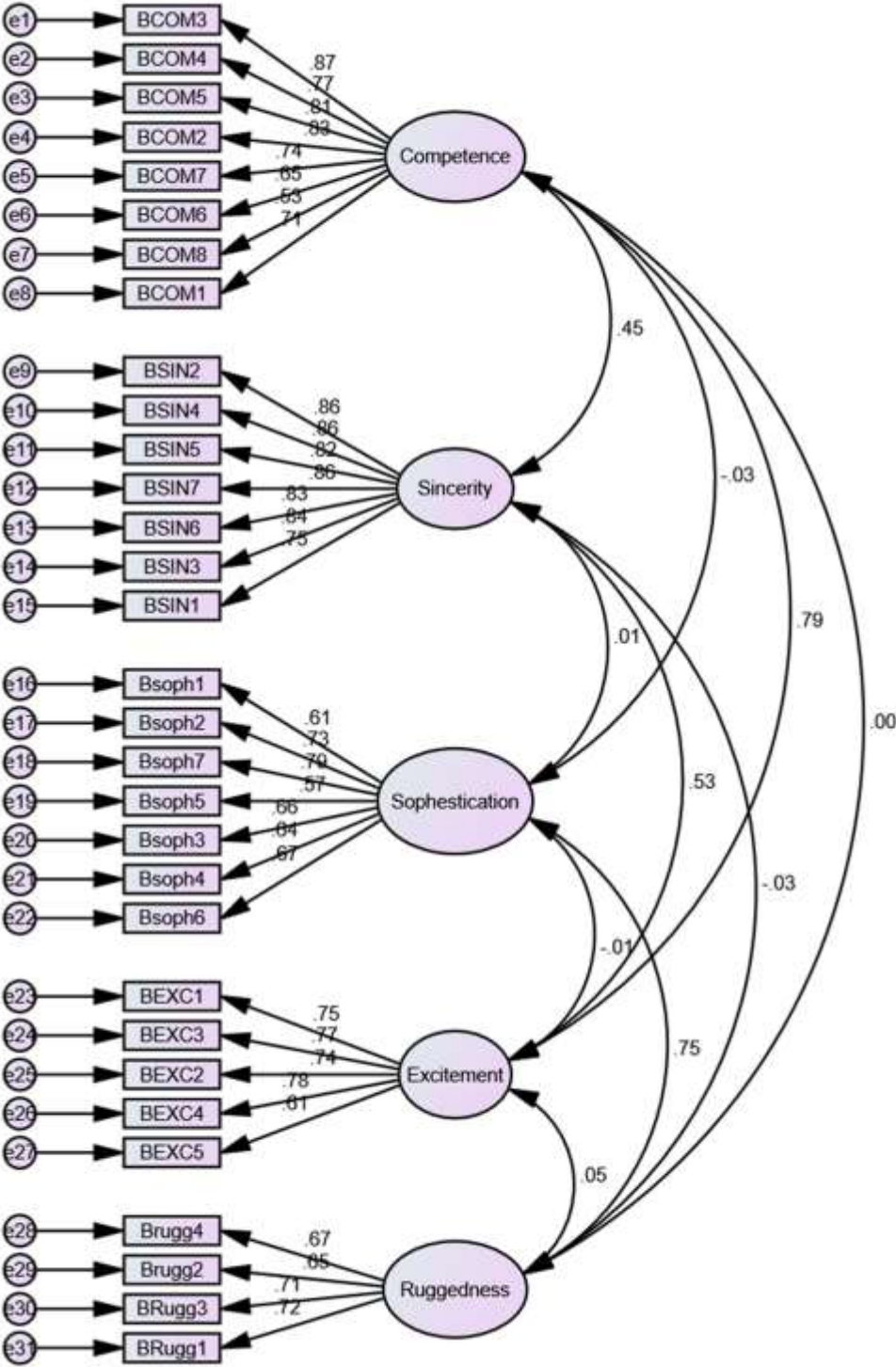
Table 4.15 Model fit of Brand Personality

Factor	Indicator item	Factor loading	CR	Sig.
Brand Personality	BCOMM_1	0.71	12.88	
	BCOMM_2	0.83	15.75	0.00
	BCOMM_3	0.87	--------	0.00
	BCOMM_4	0.77	13.81	0.00
	BCOMM_5	0.81	14.78	0.00
	BCOMM_6	0.65	11.12	0.00
	BCOMM_7	0.74	13.28	0.00
	BCOMM-8	0.53	8.73	0.00
	BSIN1	0.75	14.42	0.00
	BSIN2	0.86	--------	0.00
	BSIN3	0.84	16.76	0.00
	BSIN4	0.86	18.08	0.00
	BSIN5	0.82	17.60	0.00
	BSIN6	0.83	16.76	0.00
	BSIN7	0.86	17.78	0.00
	Bsoph1	0.64	--------	0.00
	Bsoph2	0.73	9.18	0.00

Bsoph3	0.66	8.19	0.00
Bsoph4	0.64	8.31	0.00
Bsoph5	0.57	8.13	0.00
Bsoph6	0.67	7.73	0.00
Bsoph7	0.79	9.43	0.00
BEXC1	0.75	--------	0.00
BEXC2	0.74	10.76	0.00
BEXC3	0.77	11.18	0.00
BEXC4	0.78	11.24	0.00
BEXC5	0.61	8.89	0.00
BRugg1	0.72	8.29	0.00
BRugg2	0.65	7.98	0.00
BRugg3	0.71	8.30	0.00
BRugg4	0.67	--------	0.00

Model Fit	CMIN/DF	RMSEA	GFI	TLI	CFI
	(χ^1/df)				
	2.750	0.059	0.991	0.990	0.906

4.13.4. Brand Equity

The construct of Brand Equity, which is acting as a Moderating variable in this study, consisted of four dimensions (fig 4.5). On brand equity construct, confirmatory factor analysis was applied. After its application, no item was removed since every item had standardized regression weight greater than 0.5. Table 4.16 depicts the items after CFA and also the model fit indices are given.

Figure 4.5: CFA for Brand Equity
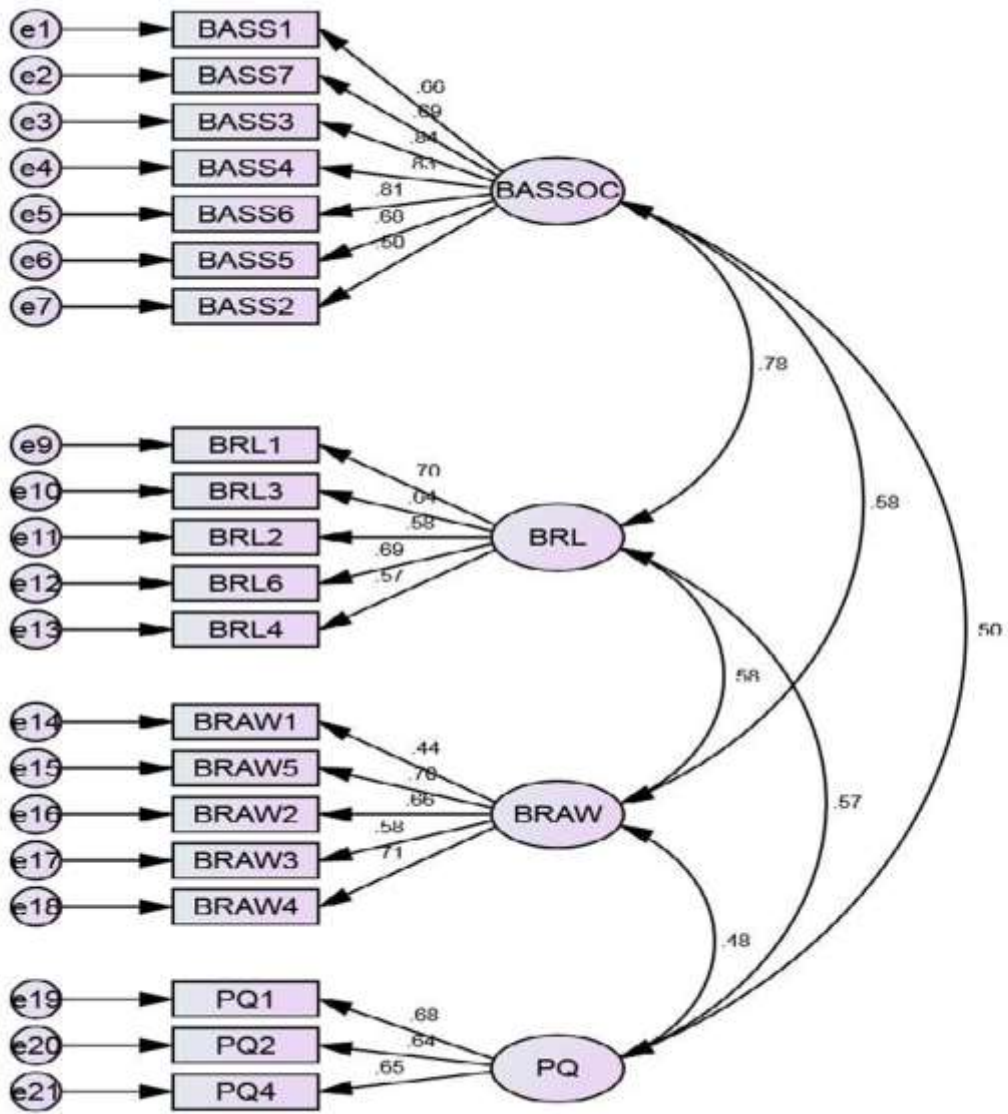
Table 4.16 Model Fit of Brand Equity

Factor	Indicator items	Factor loading	CR	Sig.
Brand Equity	BASS1	0.66	--------	
	BASS2	0.73	7.034	0.00
	BASS3	0.48	11.11	0.00
	BASS4	0.64	11.00	0.00
	BASS5	0.63	9.32	0.00
	BASS6	0.55	10.72	0.00
	BASS7	0.78	9.44	0.00
	BRL1	0.70	--------	0.00
	BRL2	0.58	7.88	0.00
	BRL3	0.64	8.69	0.00
	BRL4	0.57	7.76	0.00
	BRL6	0.69	9.30	0.00
	BRAW1	0.54	--------	0.00
	BRAW2	0.66	7.88	0.00
	BRAW3	0.58	5.47	0.00
	BRAW4	0.71	5.94	0.00
	BRAW5	0.78	5.90	0.00

PQ1	0.68	--------	0.00
PQ2	0.64	7.05	0.00
PQ4	0.65	7.08	0.00

(X²/df)	CMIN/DF	RMSEA	GFI	TLI	CFI
Model Fit	2.632	0.028	0.971	0.998	0.921

4.14 Common Method Variance

Common Method Variance (CMV) is the specious variance that is featured to the measurement method rather than to the constructs, the measures are assumed to represent or equally as systematic error variance mutually among variables measured with and introduced as a function of the identical method and source (Podsakoff, 2003). An assessment of where to collect the data, a single strategy is used. The issue happens when the method is known by the respondent, and the thing being asked is understood already so resultantly he produces the wrong or controlled answer, and this manipulates the results. To collect the information, more than one strategy is being used by the analysts to avoid this issue. It is essential to check if there is a usual different technique is happening or not if merely a single strategy is used. EFA can be run to verify the fundamental difference of strategy, and this is another important technique. After applying EFA, it can be checked if there are more than one components or a single element. If a greater number of factors are there, this shows that the issue of common method variance is not there in the research study. The present study is free from the issue of common method variance since the number of factors is more than one which are using the approach of Eigen value in all

the constructs. This is commonly known as Harman's one factor test.

As shown in Table 4.17, the first factor extracted using principal component analysis accounts for 14.39% of the overall variance in the data set which depicts that there is no general factor accounting for the majority of the variance. Hence, it is not likely that the results will be affected by CMV (Podsakoff & Organ, 1986). It is concluded based upon the results of the test that for the current study, CMV is not an issue for the present study.

Table 4.17 Total Variance Explained for Harman's single factor test

Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.247	14.399	14.399	13.247	14.399	14.399
2	11.731	12.751	27.149			
3	9.698	10.542	37.691			
4	3.847	4.181	41.872			
5	2.943	3.199	45.071			
6	2.713	2.949	48.020			

Extraction Method: Principal Component Analysis

4.15 Construct Validity

One of a very considerable study verification tools is the validity analysis which presents an essential base that the process of research and the resulted theory is practical when applied. For the instrument surveys, construct, and content validity is the main focusing areas. The purpose of construct validity is to verify that items of the instrument are truly depicting the theoretical construct of the latent variable for which the instrument is designed Hair et al. (2010). Common variance is not the issue. Hence, the focusing areas are convergent and divergent validities. There is a contribution of the coefficients of convergent and divergent validities which determine the rejection or acceptance of construct validity. Discriminant validity which is commonly known as divergent validity is used to determine the degree to which one dependent variable is remarkably dissimilar from others in calculating the change in the dependent variable. However, the variance proportion of all the factors is measured through convergent validity (Hair et al., 2006). It can also be defined as a measure of the strength of the relationship between latent variable items (Brown, 2006). According to (Bagozzi, 1981), Average Variance Extracted (AVE) observes the measurement convergence by estimating the convergent validity. The value of Average Variance Extracted should be greater than 0.5, which depicts that there lies an existence or non-existence of convergent validity. If the value of MSV (Maximum Shared Variance) is lesser than Average Variance Extracted, the discriminant validity is there which depicts that the data is free from any serious issues (Hair et al., 2006). According to Brown (2006), discriminant validity is there if the correlation value between the two variables is <0.8. To measure the validity of the model, standardized regression weights and correlation value was processed, and table 4.18 shows the results. It can be observed from the results that in case of convergent validity, two constructs have their Average Variance Extracted is greater than 0.5 which is beyond the threshold value where as the other two constructs have their Average Variance Extracted

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value <0.5. If the value of Average Variance Extracted is <0.5 and is close to 0.4 or 0.3, then it is acceptable if CR value is >0.6 (Fornell & Larcker, 1981; Bermin, 2001).

In the current study, the value of AVE of all four constructs is greater than 0.5, which is the threshold level (Fornell & Larcker, 1981; Michael et al., 2004). The value of AVE within 0.3 to 0.4 is also justifiable.

Table 4.18 Construct Validities

Construct	CR	AVE	MSV	ASV
Corporate Visual Identity	0.839	0.723	0.610	0.483
Brand Communication	0.815	0.554	0.415	0.489
Brand Personality	0.754	0.605	0.437	0.470
Brand Equity	0.744	0.579	0.337	0.542

4.16   Analysis of Hypotheses

H1: Corporate Visual Identity has a positive effect on Brand Communication

For the proposed hypothesis H1, it can be seen clearly that Corporate Visual Identity is positively and significantly associated with brand communication. In addition to it, the beta coefficient (β_5) is 0.68, and it has a p-value of < 0.05, illustrates

that H1 formulated hypothesis is accepted and supported. In addition to it, $\chi2/df$, and the values of model fit indices are in the range, which is suggested by the researchers, and hence it depicts that the model is fit. Thus, the H1 is accepted.

H2: Brand Communication has a positive effect on Brand Personality

For the proposed hypothesis H2, it can be seen that Brand communication is positively and significantly associated with brand personality. In addition to it, beta coefficient (β_5) is and it has a p-value of < 0.05, illustrate that H2 formulated hypothesis is accepted. In addition to it, $\chi2/df$, and the values of model fit indices are in the range which is suggested by the researchers, and hence it depicts that the model is fit. Thus,

the H2 is accepted.

H3: Brand Communication has a positive effect on Brand Equity

For the proposed hypothesis H3, it can be seen that brand communication is positively and significantly associated with brand equity. In addition to it, the beta coefficient (β_5) is 0.33, and it has a p-value of < 0.05, illustrate that H3 formulated hypothesis is accepted. In addition to it, $\chi2/df$, and the values of model fit indices are in the range which is suggested by the researchers, and hence it depicts that the model is fit. Thus, the H3 is accepted.

Table 4.19: Summary of the Hypotheses H1-H3

Connection Between Variables	Beta (Std. Paths weights)	Critical Value	P-value	Decision/Remarks
β_1(BP ←CVI)	0.63	5.17	0.00	Supported
β_2 (BP ← BC)	0.51	8.06	0.00	Supported
$\beta3$ (BC← CVI)	0.33	11.21	0.00	Supported

	CMIN/DF	RMSEA	GFI	TLI	CFI
Model Fit 3.212	0.041	0.903	0.935	0.984	

4.17 Bootstrapping (Statistics)

For performing the hypothesis testing, bootstrapping is used. It is often used as an alternative to statistical inference based on the assumption of a parametric model when that assumption is in doubt, or where parametric inference is impossible or requires complicated formulas for the calculation of standard errors. It can also be used as a practice of estimating properties of an estimator (such as its variance) by measuring those properties when sampling from an approximating distribution. One standard choice for an approximating distribution is the empirical distribution function of the observed data. In the case where a set of observations can be assumed to be from an independent and identically distributed population, this can be implemented by constructing several resamples with replacement, of the observed dataset (and of equal size to the observed dataset) (Efron, 1996).

4.18 Testing Moderation Hypothesis H5

For the hypothesis H5, Brand Equity was investigated as the moderator between the Brand Communication and Brand Personality. In this study, the four dimensions of brand equity are brand association, brand loyalty, brand awareness, and brand quality. For hypotheses testing, interaction base moderation method of SEM was used to investigate the role of moderating variable using AMOS (Version

21). A composite score of all four dimensions of Brand Equity, i.e. Brand quality, awareness, loyalty and association were considered for testing the moderating effect.

Results revealed as shown in Table 4.20 produce significant change confirming the fact that Brand Equity significantly moderates and strengthens the relationships between Brand Communication and Brand Personality.

Table 4.20 Model Coefficients for Conditional Indirect Effects of Brand Communication on Brand Personality through Brand Equity

	Consequent						
	M (BC)				*BP*(Rep. Int.)		
Antecedent	*Coeff.*	*SE*	*P*		*Coeff.*	*SE*	*P*
M (BC)	_	_	_	b_1	0.380	0.079	<0.05
V (BE)	_	_	_	b_2	0.244	0.033	<.001
M X V				b_3	0.040	0.024	0.011
Constant	i_1 2.390	0.024	< .001	i_2	1.221	0.187	<.001

Finally, hypothesis H5 stating that Brand Equity moderates between Brand Communication and Brand Personality can also be accepted. We predicted that moderating relationship of brand equity between Brand Communication and Brand Personality was significant on ($\beta = 0.040$, $\rho > 0.05$). Thus, hypothesis H5 is accepted.

The interaction term of Brand Communication with Brand Equity regressed significantly with Brand Personality ($\beta = 0.141$, $\rho < 0.05$). This also confirms that Brand Equity moderates and strengthens relationship of Brand Communication with Brand Personality hence, proving hypothesis H5.

The significance of brand equity in increasing brand communication and creating customer satisfaction has already been studied by (Dooley, 2001). Allameh et al. (2010) demonstrated that brand equity is one of the essential factors in today's era of competition and advancement. It is essential for the sustainable development of the brands. It also has a substantial role in building brand personality and to attain the maximum number of customers.

A specific change is required in the brand equity elements if an organization wants to get an advantage out of its brand personality to gain a sustainable performance. Organizations get exceptional results of brand communication if it focuses on brand communication, brand equity and brand personality, and this is evident from the present study.

This all is evident that organizations possessing better brand equity will have a better position to gain Brand Personality. Thus an organization which possesses these brand equity dimensions strengthens the personality of the brands.

The moderating role of brand equity on the relationship of brand communication and brand personality is further examined in interaction plot, shown in figure and it is found that brand equity is playing an enhancing moderating role on the relationship of brand communication and brand personality.

Figure 4.7 Interaction Plot
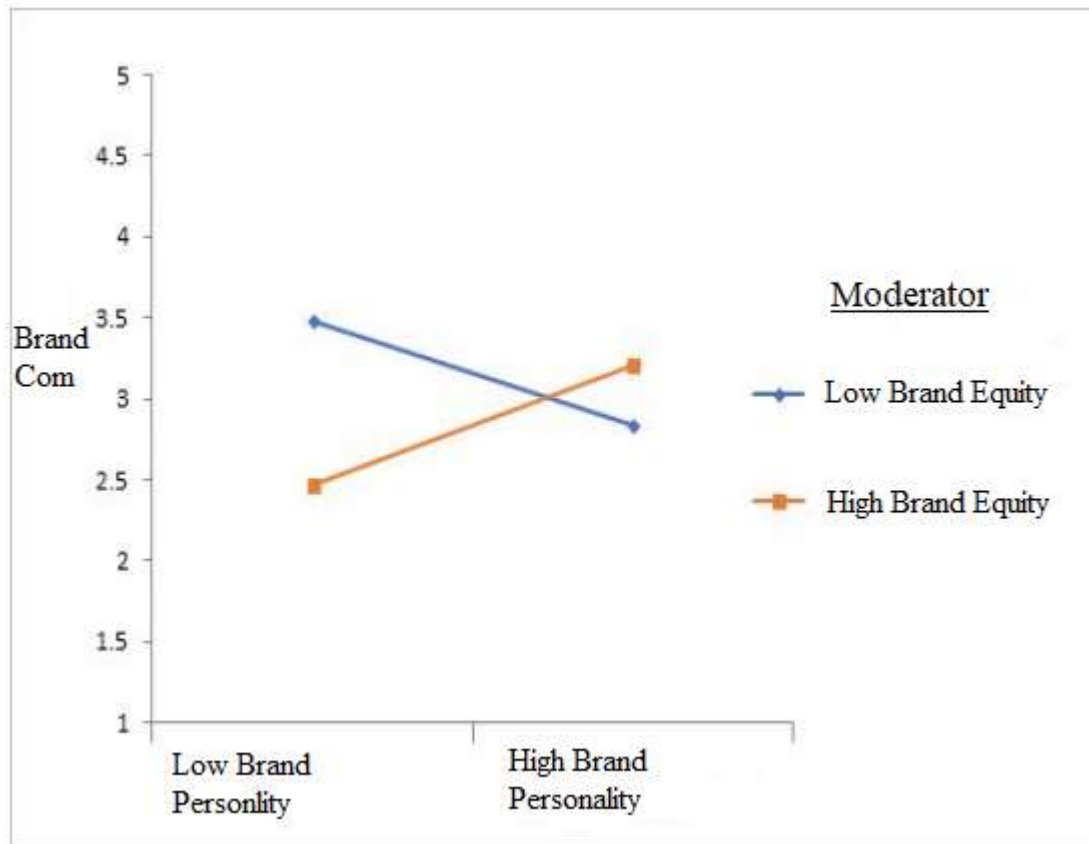
4.19 Mediation analysis using bootstrapping

The indirect and direct relationships between the dependent and independent variables, corporate visual identity and brand personality with and without mediator are given in table 4.21. The results clearly show that there lies a partial mediation because both paths are significant, i.e. with mediation and without mediation. Furthermore, the data were tested for the analysis of mediation. Based on the proposed relationships and discussed in H4, mediation was tested using the (Baron& Kenny, 1986) approach to mediation analysis. The results were confirmed through bootstrapping (Preacher & Hayes, 2008) by extracting 5,000 bootstrap samples with 95 percent bias-corrected confidence intervals (Ng et al., 2014). This technique is stronger than other approaches, and it can test multiple mediations simultaneously (Ng et al., 2014). First, H4 was tested for the mediation of BC in the relationships of CVI and BP. The results indicate that the total effect of CVI on BP is significant ($\beta = 0.399$, p =0.001). After entering BC as the mediating variable, the direct effect of CVI on BP is still significant ($\beta =0.105$, p =0.015), but there is a marginal decrease in the β value. The indirect effects also significant ($\beta =0.334$, p= 0.001). This confirms that BC is a partial mediator between BC and BP (H4 is partially supported).

Table 4.21 Mediator Model (for BC)

Variable	Total Effect (C) β (P)	Direct effect (C') β (P)	Indirect effect (ab) β (P)	Result	Mediation level
CVI-BC-BP	.399 (0.00)	.105 (0.01)	.334 (0.00)	Significant	Partial

Figure 4.6: Mediator Model
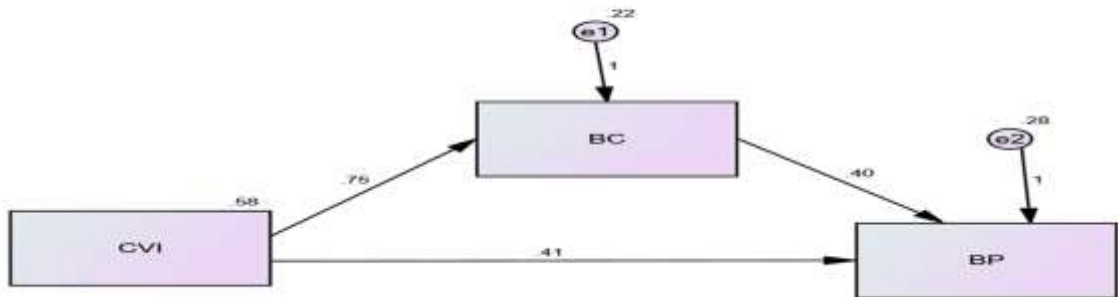
4.20   Summary of Hypotheses

Table 4.22: Summary of Hypothesis

Hypotheses	Decision
H1: Corporate visual identity has a positive effect on brand personality.	Supported
H2: Brand communication has a positive effect on brand personality.	Supported
H3: Corporate visual identity has a positive effect on brand communication.	Supported
H4: Brand communication plays a mediating role in the relationship between corporate visual identity and brand personality.	Supported
H5: Brand equity plays a moderating role in the relationship between brand communication and brand personality.	Supported

CHAPTER 5
DISCUSSION

Corporate visual identity (CVI) is one of the leading and essential features of brand personality. Many researchers have talked about developing a brand personality (Balmer & Gray, 2000). Melewar and Bartholmé (2011), and Kapferer (2004), these authors have talked about how the CVI elements can establish the personality of the brands. For making a successful strategy for a brand, the thing which is quite noticeable is how the consumers recognize the brands also the personality traits which they are linking with that particular brand. Whereas, determining the effect of corporate visual identity elements in building the personality of a brand with a mediating role of brand communication is not an easy task. The present study has created value in the literature by adding brand communication as a mediator. Previously the impact of corporate visual identity has been measured in building the image as well as the reputation of the brands (Silva, Rojas & Roast, 2006).

Similarly, (Bosch, Jong & Elving, 2005) indicated the impact that CVI elements have in managing the reputation of the brand. Corporate visual identity is fewer studies in Pakistan with the context of brand communication, but it does not mean that it has a diminishing role in organizational setup (Jabbar, 2014). As Pham (2014) recognized that corporate visual identity elements have instrumental worth in building a positive perception of the consumers regarding a brand. The current study has covered an essential gap in the literature in a specific organizational context. It is first to examine brand communication as a mediator between CVI elements and brand personality.

In addition to measuring the impact that CVI elements have on brand personality with mediating effect of brand communication, literature shows that there have been few studies

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done considering brand equity as a moderator between brand communication and brand personality. Schivinski et al. (2013) argued that there lies a significant and positive relationship between brand communication and brand equity. Dolatabadi, Kazemi and Rad (2012) concluded that brand personality has a significant positive impact on brand equity. Because there lies a relationship between brand personality and brand equity, minimal studies have been conducted on this relationship. This study is the first to examine the brand equity as a moderator between brand personality and brand communication.

It is highlighted and discussed in the first chapter that the following research questions were formulated a) Does corporate visual identity elements (brand name, brand logo and brand color) related to brand communication (controlled communication and uncontrolled communication)? b) Does brand communication (controlled communication and uncontrolled communication) contribute to shaping up brand personality traits (sincerity, excitement, competence, sophistication and ruggedness)? c) Does brand communication (controlled communication and uncontrolled communication) mediate the effect of corporate visual identity (brand name, brand logo and brand color) and brand personality (sincerity, excitement, competence, sophistication and ruggedness)? d) Does brand equity (brand awareness, brand quality, brand association and brand loyalty) moderate the effect of brand communication (controlled communication and uncontrolled communication) and brand personality (sincerity, excitement, competence, sophistication and ruggedness)?

According to the research as mentioned above questions, various hypothesis was formulated based on a comprehensive literature review which is also mentioned in the first chapter. The literature review also elaborated the mediator effect of brand communication and the moderator effect of brand equity in the current research study. In addition to it, the findings

of the study with the stated hypothesis are also given and are in consistent with the previous literature studies.

5.1   Corporate Visual Identity

For the research hypothesis H1, corporate visual identity has a positive effect on brand communication, the research findings of the current study have stated the same results. Whereas, its beta coefficient is 0.68, and the level of significance is 0.05. This clearly shows that there is a significant and positive relationship between corporate visual identity elements and brand communication. Hence, H1 alternate hypothesis is accepted.

The results and finding of the present study are in line with the previous studies given as under:

Brand name, brand logo and brand color are the essential components of creating a brand visual identity. It is because these elements are the most persistent and invasive components in creating the brand and corporate communication and helps in the instantaneous brand or corporate recognition (Schecther, 1993; Henderson & Cote, 1998). In addition to it, these three CVI elements are considered as a certified source of brand representation and convey the meaning of the brand and play a vital role in communicating the distinctiveness and uniqueness of a brand (Van Riel & Van den Ban, 2001). Brand name, brand logo and brand personality are usually well thought out as the significant and crucial symbol for creating brand identity because these corporate visual identity elements are significant communication indicators (Pittard, Ewing & Jevons, 2007; Henderson & Cote, 2003; Van den Bosch & deJong, 2005).

For services organizations, it is particularly imperative to create a very powerful brand name, brand logo and brand color because their offerings are of intangible nature

serviceorganizations (Berry, 2000; De Chenatony & Segal-Horn, 2003, Devlin & McKechnie, 2008). Many scholars of marketing are of the views that there is a need to have a linkage between brand name, brand logos and brand color and other intangible service offerings so that the meaning can correctly be conveyed (Miller, Foust & Kilic, 2007).

Research studies conducted in the past identified that brand name, brand logo and brand color play a significant role in brand development brand because these elements provide a summary of brand information about its marketing effort and represent the brand or corporate meaning (Henderson & Cote, 1998; MacInnis, Shapiro & Mani, 1999).

However, scarce literature is there in which the research on the impact of logo design on brand preference and brand evaluation has been measured. Affective and cognitive reactions to brand name, brand logo and the brand color is greatly influenced by how these elements are created and designed before any promotional action is taken (Henderson & Cote, 1998). In recent researches, it is quite evident that the marketing managers can significantly earn a lot by considering the modifying, selecting and designing principles of corporate visual identity elements.

Previous research studies significantly consider that CVI elements, when developed and designed effectively, communicate and spread a set of mutual linkages between a consumer and a brand (Kohli, Suri & Thakor, 2002; Klink, 2003; Janiszewski & Meyvis, 2001; Leong & Schmidt, 2003; Henderson & Cote, 1998).

It is crucial how people react to the corporate visual identity elements because its influence can change the identity of the brand (Henderson & Cote, 1998; Schecther, 1993). Previous researches imply that those brands with the higher aesthetic appeal are likely to create a brand-customer emotional bond, and it also provides a visual satisfaction to its customers (Bloch, 1995; Goldman, 2005). Thus it has become a critical part of corporate

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marketing that the companies should focus on aesthetic designs and aesthetic appeal.

5.2   Brand Personality

For the research hypothesis H2, brand communication has a positive effect on brand personality, the research findings of the current study have stated the same results. Whereas, its beta coefficient is 0.51, and the level of significance is 0.05. This clearly shows that there is a positive and significant relationship between brand communication and brand personality. Hence, H2 alternate hypothesis is accepted.

Brand communication is a means by which organizations, either directly or indirectly, remind, inform and persuade the customers regarding their products which they sell. It helps in creating the personality of the brands. It can rightly be said that brand communication acts as the voice of the brand or the company and are considered as a means by which it creates relationships with their customers and builds a dialogue. Different roles are performed by a different type of brand communication. It is because of the brand communication that consumers get the awareness of the brand and get to know about why and how the brand is used. It explains the purpose of the brand or the organization.

It is through the brand communication that the brands are linked with some other people, brands, feelings, places, experiences, things and events. It helps in building communities and develops experiences. It helps in building brand personality by creating a brand image and brand memory. In addition to it, shareholder value, as well as the sales, also get affected (Luo & Donthu, 2006).

A very crucial role is played by brand communication in building a brand personality. It is quite essential to use increasing communication efforts due to the prevailing tough communication environment. There has been a significant change in the media environment in

the last few years. Traditional brand communication tools like newspapers, TV, magazines and radio do not appear efficient in having a grip over the customers. Technology and various other things have greatly influenced the fact that how, where and when consumers process the information. The speedy growth of internet connections, multi-purpose cell phones, ad-skipping video recorders and portable video and music players have made the marketers to think over their traditional brand communication practices again (KaplanThaler & Koval, 2003; Kiley, 2005). Such drastic changes have damaged mass media effectiveness (Pendleton, 2004). An advertisement which was aired on two to three channels previously has to be aired on 100 channels. The decline in television advertisement is the result of several forces (Briggs & Stuart, 2006; Klaassen, 2006; Story, 2007). One of the main reasons behind it is the dawn of the internet and digital technology.

To manage and maintain relationships with employees, customers, channel members, government regulators, suppliers, media and the community, brand communication is the primary and the most significant element. The primary aim of brand communication is to develop and augment brand loyalty to reinforce the relationship between the brand and the consumer by attracting the customers towards them (Pearson, 1996; Duncan & Moriarty, 1998). To get successful in launching a new product or service, brand communication plays a vital role and is an essential factor. Incisive and smart marketers make a lot of effort in developing, sustaining and maintaining their brand's positive attitude for their customers which is primarily done through brand communication. Many studies in the past have found that brand communication plays a significant role in creating brand awareness and brand personality (Kempf & Smith, 1998). Brand elements like the brand name stir up the feelings of liking, confidence and trust for the brand (Turley & Moore, 1995). This indeed shows that a brand name is a handy tool of communication in creating brand awareness, attitude and

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brand personality, and it should not be overlooked (Grace & O'Cass, 2005).

5.3   Hypothesis H4

H4: Brand Communication plays a mediating role in the relationship between Corporate Visual identity and Brand Personality

A statistical analysis of the collected data was done for the mediation effect. Based on the proposed relationships, mediation was tested using the Baron and Kenny (1986) approach to mediation analysis. The results were confirmed through bootstrapping (Preacher & Hayes, 2008) by extracting 5,000 bootstrap samples with 95 percent bias-corrected confidence intervals (Ng et al., 2014). This technique is stronger than other approaches, and it can test multiple mediations simultaneously (Ng et al., 2014). H4 was tested for the mediation of BC in the relationships of CVI and BP. The results indicate that the total effect of CVI on BP is significant (β = 0.399, p =0.001). After entering BC as the mediating variable, the direct effect of CVI on BP is still significant (β =0.105, p = 0.015), but there is a marginal decrease in the β value. The indirect effects also significant (β =0.334, p= 0.001). This confirms that BC is a partial mediator between CVI and BP. H4 is supported.

This verifies that brand communication acts as a partial mediator in the linkage of corporate visual identity and brand personality and so the alternate hypotheses H4 is partially supported according to the research findings of the current study. It is inferred that the relationship between corporate visual identity and brand personality is partially mediated by brand communication. The research findings of the current study are incongruent with the prior studies.

It is through the brand communication that the brands are linked with some other people, brands, feelings, places, experiences, things and events. It helps in building

communities and develops experiences. It helps in building brand personality by creating a brand image and brand memory. In addition to it, shareholder value, as well as the sales, also get affected (Luo & Donthu, 2006).

A very crucial role is played by brand communication in building a brand personality. It is quite essential to use increasing communication efforts due to the prevailing tough communication environment. There has been a significant change in the media environment in the last few years. Traditional brand communication tools like newspapers, TV, magazines and radio do not appear efficient in having a grip over the customers. Technology and various other things have greatly influenced the fact that how, where and when consumers process the information. The speedy growth of internet connections, multi-purpose cell phones, ad-skipping video recorders and portable video and music players have made the marketers to think over their traditional brand communication practices again (KaplanThaler & Koval, 2003; Kiley, 2005). Such drastic changes have damaged mass media effectiveness (O'Leary, 2003; Bianco, 2004; Pendleton, 2004). An advertisement which was aired on two to three channels previously has to be aired on 100 channels. The decline in television advertisement is the result of several forces (Briggs & Stuart, 2006; Klaassen, 2006; Story, 2007). One of the main reasons behind it is the dawn of the internet and digital technology.

5.4 Hypothesis H5

For the hypothesis H5, Brand Equity was investigated as the moderator between the Brand Communication and Brand Personality. In this study, brand equity is measured on its four dimensions, i.e. Brand Association, Brand Loyalty, Brand Awareness, and Brand Quality. For hypotheses testing, interaction base moderation method of SEM was used to investigate the role of moderating variable using AMOS (Version 21). A composite score of all four

dimensions of Brand Equity, i.e. Brand quality, brand awareness, brand loyalty and brand association were considered for testing the moderating effect.

The interaction term of Brand Communication with Brand Equity regressed significantly with Brand Personality ($\beta = 0.141$, $\rho < 0.05$). This also confirms that Brand Equity moderates and strengthens the positive relationship of Brand Communication with Brand Personality hence, proving hypothesis H5.

Previous researches also indicate the importance of brand equity for strengthening brand personality. Brand personality is considered as an essential factor for competing. For an organization, it is essential to get benefited from the Brand Personality, for achieving improved and sustainable performance. It is only possible if the organization focuses on the dimensions of brand equity, i.e. brand quality, brand awareness, brand loyalty and brand association. This study provides evidence that the organization gets better results of Brand personality if it focuses on brand equity. This all infers that an organization which possesses better Brand Communication and possesses a high level of focus on brand equity will have a better position to gain Brand Personality.

5.5 Contextualization of the findings

Corporate Visual Identity affects the level of brand personality as they get influenced by the factors like brand communication and brand equity, these factors are physical as well as psychological and act as an essential incentive for gaining a competitive advantage. Corporate visual identity is a reality which elicits emotional feelings through its elements, including brand color, brand logo and brand name and develops the personality of a brand. Every organization and brands provide a mechanism of creating its identity through CVI elements

along with the tools for implementing and creating a brand personality. One of the primary objectives of every brand is creating a productive and successful brand personality. The present research study has defined and is focused on explaining CVI and its relationship with the brand personality of organizations operating telecom industry of Pakistan. Telecom industry is one of the growing industries of Pakistan with the high competition among the companies operating, so to sustain themselves and achieve growth telecom companies should manage their brand personality through corporate visual identity, brand communication and brand equity. A country like Pakistan where the economy is not much documented, customer, have a better option to switch. Still, if companies' image is transparent in term of brand name, brand logo and brand color, they can better relate to their experiences. They can analyze one Pakistani telecom company with the other. Similarly, the present study shows that by building a communication network with customer's telecom companies would be in a better position to understand customers' needs and can realize the equity of this brand.

5.6 Theoretical Contribution

This research is a pioneer in empirically testing the relation between BP traits and CVI elements with the mediating role of brand communication. Not only this, the current study is also the first in analyzing the moderating role of brand equity in brand communication and brand personality. Although CVI elements of individual are related with various moods and emotions, but no research in the literature has empirically studied brand personality traits association with CVI elements (Brand colors, brand logo and brand name) with brand communication as a mediator.

This research is the first of its nature establishing a conceptual framework that evaluates the impact of elements of CVI in creating brand personality with mediating effect of

brand communication and moderating effect of brand equity in the relationship of brand communication and brand personality. This research ascertains the empirical association among different personality traits and corporate visual identity elements. The academic accentuate personality and positioning of the brand can be enhanced by promoting CVI elements, but yet no research had previously the studied and tested this association empirically.

The concept of corporate visual identity, brand equity, brand communication and brand personality had been comprehensively articulated and discussed in the literature. Previously, the brand's perspective was a focal point of the researchers. Various researchers mainly studied the impact of CVI, keeping in view the perspective of the organization. This research, thus, emphasizes on the concept of brand identity from consumer's interpretation prospective. Why is it so significant to concentrate on customers? Merely due to logic that brand image shapes the brand personality that affects the mind of consumers.

Consequently, it's integral to find out whether the identity was perceived precisely as it was established. Brand personality has been perceived positively by consumers. It is essential to observe that customers' information regarding a brand frequently comes from their opinion regarding a specific brand personality rather than by its usage as a customer cannot use all the related or relevant brands. What makes this possible? It's made possible by employing brand first line advertising arsenal, i.e. CVI elements of the brand. Past researches did not present the importance of CVI elements in the context of establishing brand personality with a mediator of brand communication.

The outcomes of these studies suggest that for creating brand personality, elements of CVI have a substantial impact, and they play a very vital role in the subjected process. Another factor that surfaced from this research is that elements of CVI (Brand colors, logo and brand name) is considered to be mandatory for brand personality creation. For instance, this study validates,

corporate visual identity elements are related positively with brand personality. The outcome also established that brand name, which is not related to any particular categories of the product but is remembered easily is associated positively with excitement. On the contrary, the outcome also highlighted that name of brands which are hard to remember and are also not related to any product category depicted positive relation with brand personality.

Research further validates that brand logos are associated positively with personality traits which are sincerity, competence, excitement, sophistication and ruggedness. Results also strengthen the notion that colors of brands are associated positively with brand hypothesized personality traits. This research validated that CVI elements (Brand colors, brand logo and brand name) are associated positively to the process of creating a brand personality. Development of Brand personality is strongly influenced by CVI. Therefore, theoretical framework proposed in the study that demonstrates the effect of elements of CVI in brand personality development with a mediating role of brand communication appears to be right in the context of results analysis extracted through surveys. From the aspect of contributions towards knowledge and theory, the study adds up below points.

The purpose of the present study is to predict the relationship among the variables such as corporate visual identity, brand communication, brand equity and brand personality. This will help in augmenting customer involvement. The independent variable; CVI, mediating variable; brand communication and moderating variable; brand equity positively influences the brand personality. The existence of the gap is there because a very little work has been done on brand personality in Pakistan and with the relationships between the above mentioned variables in the Telecom industry. Telecom organizations in Pakistan should enhance corporate visual identity so that the customers get motivated and build up and maintain relationships with the

brands which is positively related to the Brand Personality with the involvement of brand equity and have a significant influence. With the help of this study, literature is validated in the prospect of telecom industry. The managers can also get help to find new conclusions and particularly to establishment relation of brand equity as a moderator between brand communication and brand personality and brand communication as mediator. Mainly in Pakistan, there is still less emphasis on such proposed phenomenon which provide the new insights of research in this regard.

CHAPTER 6
CONCLUSION, IMPLICATIONS AND FUTURE RESEARCH AREAS

6.1   Managerial Implications

This research tested a model which shows the impact of corporate visual identity elements on brand personality with brand communication as a mediator. The model also contains the moderating effect of brand equity in the relationship between brand communication and brand personality. It holds specific practical strategies for practitioners targeting to attain an encouraging image of their brands in the minds of the consumers. The results showed that practitioners must distinguish the fact that the creation of a brand personality is a multi-layered process which is affected by various aspects involving CVI elements (Corporate visual identity) and brand communication. Below paragraphs contain some useful advice for the managers to translate the results of this research in the context of CVI management.

A "good" name of a brand will enhance the needed image for the product and will be swiftly called upon by target segments. The outcome of this study confirms that strategic benefits can be obtained by brand personality if proper and efficient CVI strategies are employed, and effective communication techniques are used. Thus, marketing professional must use the information of descriptive nature for their brand names for encouraging outcomes.

Brand logos can be used by marketing managers to disseminate identity information to subjected customers/markets. Additionally, types of logo will assist in defining the associations that can be developed by various brand personality traits. Likewise, another critical CVI element

is color that influxes the creation process of brand personality. It induces emotions and moods. Thus, various colors can be used by managers to affect consumer behavior and perception and aid position of the brand in distinguishing it from the competition.

Ultimately, the defined framework demonstrated guidelines for the marketing professional to enhance the brand image by focusing on its personality in parallel with using brand communication and CVI effectively. Likewise, marketing professionals and practitioners are well guided through this research that CVI elements that are neither related to connected product category nor can be remembered easily are linked with personality traits of a brand and if appropriately communicated can build up the attractive personality of the brands.

Brand personality concept is quite advantageous for managerial implications. It elaborates the relationship which exit or establish between brand and customer and explains the related consumer behavior. Therefore the notion opens new horizons for brand performance and brand management in the marketing field. Many related variables were studied in academic to observe the brand personality consequences: trust in the brand, commitment and attachment towards a brand, intentions towards future behavior, attitude for a specific brand and perceived brand quality. Some studies have reflected that creative marketing is an essential tool for personality construction.

In contrast, others believe that this notion should be observed on a global perspective and should be studied with the process of brand equity building. Brand personality is substantial for developing loyalty, brand attitude and brand equity. Brand personality is a significant player for making a brand successful.

Brand personality defines the dimensions which are integral for associations in social activities and project strong perceptions of the brand in consumers mind and establish an emotional feeling which creates a sense of belongingness in the customer for a specific brand.

Marketers must know that what customers hear/perceive will impact their purchasing (non-purchasing) behaviors.

Rapid change can be observed in product markets. As markets are emerging and changing, organizations require their brand to be unique and distinguished from the offerings of their competitors. Brand preference can be improved by focusing on the building of positive brand personality. It can also improve purchase intentions and can create harmony among all products brand strategies. Brand personality effective management, especially in light of emerging market dynamics and companies expansions, are thus complex to strengthen major brand strategies and to maintain its positions in international markets. This statement can be tested in multiple countries to explore its significance.

This conceptual model defining the relationships between corporate visual identity, brand communication and brand personality, keeping the new business environment in mind, is a field which is growing popular now. It will be of utmost significance for future practitioners and researchers to recognize the enhanced complicated set of elements defining the connections between CVI and brand personality, so more customer base can be attracted towards a brand.

To create new organizational designs in marketing perspective and to meet the challenges created by emerging markets just like Pakistan's telecom industry, this study provides a new concept by measuring the relationships between the CVI, brand personality, brand communication and brand equity. And through measuring their relationships, this study has tried to address the challenges of the Telecom industry of Pakistan. A very fundamental role is played by brand personality in achieving corporate visual identity objectives. Modern organizations, including both non- business and business enterprises these days, have included corporate visual identity as part of their vision statement. It helps and provides universally

accepted criteria for renovating, improving and evaluating the outdated procedures and practices from the organizationas in today's emerging world. Many of the telecom industry organizations have got a massive amount of assistance and benefits from this management discipline of brand personality.

The scope of brand personality and corporate visual identity goes beyond the research boundaries. From this study, businesses in future will analyze their corporate career through ingenious and innovative research activities than they had been doing in the past. This will help the management out in managing the knowledge and disseminating the quality of information to the customers through brand communication.

Conclusions of this research opened new horizons on the significance of CVI as a tool for developing and identifying brand personality. This research results can also assist in supporting managers in establishing strategies of CVI to affect brand personalities, and this relationship is mediated by brand communication.

6.2   Future Research Areas

Future research suggests that the findings of the study can further be tested in various countries. Manufacturing organizations must emphasize on constructing better brand personality that may take their brands to a level of sky-high in the eyes and minds of the customer.

Future research may involve stakeholders like investors, distributors, employees etc. for further consistency and reinforcement of framework demonstrated in this research. Samples an be collected from multiple cities to the study the response of different regional and ethnical groups. It will extend the empirical circle of this model and widen how it can be used. It can also help study the notions such as brand name typography and brand name sound. Similarly, more refined

and definite categories of logotypes can be made for the sake of future research. Likewise, additional colors involving color hues can be related to the traits of brand personality to fetch a holistic view of future research. The focus of future research may be the identification of the mix elements of corporate visual identity that attracts the attention of other stakeholders of organizations like distributors, investors and employees and understanding how these external factors perceptions interplay with other communication types.

For additional studying of this conceptual framework in terms of perusing future research, the relevant factors would be, (a) to introduce additional verbal and visual variables of identity and (b) to host more intermediate diverse variables such as brand and country cultures, user image congruence and brand schema. Another zone of prospect study could be to employ more tools of qualitative research such as interviews and focus groups. Additionally, a longitudinal study can further extend researchers understanding regarding corporate visual identity.

Are CVI elements essential tools for shaping the strategy of the brands? Can they help the customers to understand the personality of the brand? Why are all these integral study zones for future study? Answers to the above questions are that CVI is a significant aspect because marketing is a continually changing and growing discipline which is substantial for organizations. Thus, the results and this research has confirmed that CVI elements are indeed essential tools and if the brand is communicated correctly, it can be useful is explaining/defining the personality of a brand, so future research in this vital zone is needed if organizations want their brand image to be sustained, enhanced and matured.

6.3   Limitations of the Study

A cross-sectional study is the type of study design which presents only a picture of the relationship between various variables in the study at a single point in time. The present study also encompasses a cross-sectional study design. Because of the non-longitudinal nature of the study, the cross-sectional can have the effect of specific conditions that are there once the data collection was being done. This may lead to reservations regarding the study result's generalization.

The questionnaire used for the study includes close-ended questions. Such type of questions may result in the responses that a person may not usually respond on their own. This does not allow the respondents to give the responses that they want. They have to choose from the possible options already given. This may lead to inaccurate and poor results if the answer that respondent is looking for is not there in the options given. This may lead towards the respondent not feeling comfortable, and frustration may cause to respond unfavorably. Respondents may also find close-ended questions to be boring since they cannot write the appropriate response that they want to give. If a question is not interpreted correctly in an open-ended question, the respondent may not be able to give their responses with as much depth and detail as possible which leads towards the clarity as well as a complete response. Whereas, the close-ended questions do not allow this.

The research instrument used in the study is based on the studies which are conducted earlier. The scale of the study had statements which the researcher converted into questions.This study needs to be replicated in different countries or with different respondents so that the validity and reliability of the study can be increased.

The respondents of the study may not be fully aware of the response in terms of the

experience. They may not have a full understanding of the brand personality traits, brand equity dimensions, corporate visual identity elements or may not have a clearer understanding of brand communication because usually, the people do not focus on the emotional benefits of the brand rather they have their focus on the significant or fundamental benefits that a brand provides.

6.4   Delimitations

The delimitations of the study are:

The relationships of the variables mentioned above are conducted in cellular companies (Telenor, Mobilink, Ufone, Warid and Zong) only and those that are operating in major cities of Pakistan (ten cities are Lahore, Faisalabad, Rawalpindi, Gujranwala, Islamabad and Multan from Punjab Province. Karachi and Hyderabad from Sindh Province. Peshawar from Kyber Pakhtunkhwa province and Quetta from Balochistan Province). Many other variables which could be added, e.g. brand schema, brand and country cultures and user-image congruence are not covered due to time and cost constraints

6.5   Conclusion

Empirical findings reveal that the dimensions of corporate visual identity elements, i.e. brand name, brand logo and brand color contribute significantly towards building the personality of the brands. Research findings gave robust empirical support for the theoretical model present in the study. The model was validated by applying CFA (confirmatory Factor Analysis), and the measurement items which are linked with all the four constructs were identified as valid and reliable indicators of the conceptual domain underlying the model. The results of the study show a statistically significant and positive relationship among all the variables of corporate visual identity, brand communication, brand personality and brand equity.

There were a total of 5 hypotheses proposed in the study, and the empirical evidence supported the theoretical relationship proposed in these hypotheses.

The study highlighted the importance of corporate visual identity elements in building brand personality. The study results also establish that brand communication plays a mediating role in the relationship between CVI elements (brand name, brand logo and brand color) and brand personality. To get attractive personalities of the brands, the marketers and strategy makers of cellular service providers need to give a lot of importance to brand communication. The study also validates that the moderating role is played by brand equity in the relationship between brand communication and brand personality.

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ANNEXURE - A

CORRELATION COEFFICIENTS

Table: Correlation Coefficients:

	CVI	BC	BP	BE
		Correlation		
CVI	1			
BC	.535	1		
BP	.612	.736**	1	
BE	.403*	.579**	.585**	1

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

ANNEXURE – B

QUESTIONNAIRE

Dear Sir/Madam,
I am conducting a research on Telecom Industry of Pakistan. I would appreciate your positive response in completing this questionnaire. The information will be kept confidential and used only for research purpose. Thanks!

(Section A)

Please read the following statements and (✓) them according to your views and opinions.

Gender: □Male   □Female

Age: □Below20   □21-25   □26-30   □31-35   □36-40   □41-45
            □46-50   □51-55   □56-60   □Above60

City:

Marital Status: □Married   □Unmarried

Cellular service you use (Mark only one) □Mobilink   □Telenor   □Ufone
                                                 □Warid   □Zong

(Section B)

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Please evaluate the telecom company you are a customer of, keeping in mind the company you have mentioned above, tick the most appropriate option below for each statement.					
	Corporate Visual Identity					
	(Brand Name)					
1	The brand name is relevant to the product category					
2	Brand name is easily remembered than its competitors					
3	The brand name communicates what it stands for					
4	I Like the brand name					
5	It is easy to recall the brand name					
6	The brand name generates positive feelings towards the brand					
	(Logo)					

7	Brand logo is relevant to the product category					
8	Brand logo is easily remembered than its competitors					
9	The brand logo communicates what it stands for					
1	I like the brand logo					
1	It is easy to recall the brand logo					
1	The brand logo generates positive feelings towards the brand					
	(Brand Colour)					
1	The brand colour is relevant to the product category					
1	Brand colour is easily remembered than its competitors					
1	The brand colours communicates what it stands for					
1	I like the brand colours					
1	The brand colours are easily recognized					
1	The brand colours make me have positive feelings towards the brand					

	Brand Communication					
	(Controlled Communication)					
19	I like the advertising and promotions of this organization.					
20	I react favorably to the advertising and promotions of this					
21	I feel positive toward the advertising and promotions of this					
22	The advertising and promotions of this organization are good					
23	The advertising and promotions of this organization do a good					
24	I am happy with the advertising and promotions of this					
	(Uncontrolled Communication)					
25	Publicity revealed some things I had not considered about this					
26	Publicity revealed some different ideas about this organization					
27	Publicity helped me formulate my ideas about this organization					
28	Publicity influenced my evaluation of this organization					
29	My friends/family have been significant in affecting my views about this					
30	My friends/family mentioned things I had not considered about this					
31	My friends/family provided some different ideas about this					

32	My friends/family helped me formulate my ideas about this					
33	My friends/family influenced my evaluation of this organization					
	Brand Personality					
	(Sincerity)					
34	Brand provide services which are very practical in use					
35	Brand provides packages which are friendly for users of all ages					
36	Brand provide services which are easily available to the users living even					
37	The brand provides the services which it promises to provide					
38	The services provided by the brand reflect upon the policy of being sincere					
39	Services provided by the brand are considerate of ethical and					
40	Services provided by the brand are not dangerous for health					
41	Brand provides services which are original					
42	Brand provide services which are joyful for its users					
43	Brand provide services that invoke the sentiments of the users					
44	The brand provides user friendly services					
	(Excitement)					
45	Brand make daring service offers for the users to attract them					
46	Brand provide services which become popular among its users					
47	Services provided by the brand excite its users					
48	Brand offers services keeping in mind high spirit and interest of					
49	Brand provides attractive services					
50	Brand provides the service that attract the young generation					
51	Brand provides creative services for its users					
52	Brand offers unique services as opposed to its competitors					
53	The service packages provided by the brand are updated regularly					
54	Brand provides services which are sufficient for the users					
55	Services provided by the brand are latest					
	(Competence)					
56	The brand provides such services which can be relied upon					
57	The brand makes an effort to fulfill the needs of its users					
58	The brand can be trusted in most circumstances					
59	The brand is smarter than the competition					

60	The technical expertise of the brand cannot be questioned					
61	The brand provides a professional image of itself					
62	The brand has an established name in its market					
63	The brand is the category leader in its market					
64	The brand never fails to deliver on its promises					
(Sophistication)						
65	The brand provides services as per the needs of upper social class					
66	The brand is a class apart in its category					
67	The outlook of the brand and its services are pleasing to the eye					
68	The services provided by the brand catch the attention of its users					
69	The range of services of the brand appeal to females					
70	The brand's services are never out of proportion					
(Ruggedness)						
71	The brand performs well in outdoor environments					
72	The services of the brand attract the male population					
73	The brand is modern and up-to-date in its provision of services					
74	The brand's services remain robust in most environments					
75	The brand does not easily get damaged even with rough usage					
Brand Equity						
(Perceived Quality)						
76	This brand is of good quality					
77	I can expect superior performance from this brand					
78	This brand is very reliable					

79	I do not have difficulties in finding the information that I need from the label of the package.					
80	This brand is better as compared to other brand(s) of the product in terms of the color/flavour/form/ appearance					
	(Brand Awareness)					
81	I have difficulty in imagining this brand in my mind					
82	I can recognize the brand quickly among other competing brands					
83	This brand is the only brand recalled when I need to make a purchase decision on the product					
84	This brand comes up first in my mind when I need to make a purchase					

	decision on the product.					
85	I am familiar with the brand					
(Brand Association)						
86	This brand is safe to use					
87	During use, the brand is highly unlikely to be defective.					
88	I can quickly recall the logo of this brand.					
89	In its status and style, this brand matches my personality.					
90	I am proud to own a product of this brand.					
91	I consider the company and people who stand behind the brand are very trustworthy.					
92	The brand is well priced.					
93	Considering what I pay for the brand, I get much more than my money's worth.					
94	I can get the same benefits from this brand when compared to the imported brand(s).					
95	I believe that this company and people who stand behind the brand are socially responsible.					
96	I believe that this company does not take advantage of consumers.					
(Brand Loyalty)						
97	I will choose this brand again					
98	This brand is the best choice					
99	Loyal patron of this brand					
100	Recommend this brand to others					
101	Intention to purchase this brand again					
102	This brand is the first & prefer choice					
103	Speak positively about this brand					
104	Encourage others to buy this brand					