



A REVIEW PAPAER ON BRANDS EVOLVED FROM PREVIOUS BRANDS

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Abstract

Brands have become increasingly important in today's competitive world both for competitors and for consumers of products. A brand is the identity of a specific product and service or business. The reason for the formation of many brands range from previous brands death or fresh creation of new brand. Most of the existing brands are still going strong today but changing market demands, globalization and increased trade across borders has led to the death of few of the brands. This paper shows how with change in time many of the brands have changed and what happened to those earlier brands? How branding strategies have changed with change in consumer perception. Every brand has its life cycle which spans from the time it is launched to the time it exits from the market. Our scope is limited to Indian perspective. This study uses the remedial measures collected from various primary and secondary sources like questionnaire, internet, books, journals and newspapers. The paper reports factors that led to change in branding of different products, various dimensions of branding, and its influence.

Introduction

The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers. A successful brand is one that understands the needs and wants of customers. It is the sum total of their experiences and perceptions, some of which can be influenced, and some that cannot. There is an influential logo design backing every flourishing corporate brand. But not every logo design can build a legendary brand. Although it takes years of thorough endeavor to make a memorable corporate identity, they are forgotten in an instant. At the moment, various brand names and identities are rising quickly. Those who cannot manage to endure the contest, disappear into thin air.

One cannot give a single answer to why brands are disappearing. Some brands are gradually forgotten while others strangely vanish into thin air. There can be abundant reasons as to why an established brand is over and done.

1. Overtaken by upcoming brands.
2. Don't stay up to their anticipations.
3. A change in corporate identity through a merger or acquisition.
4. Some are mysteriously taken out from the marketplace.

The parent company gets insolvent, causing the brand to be summoned up.

Here are some of the brands with memorable corporate logos, which were once loved, but are now virtually extinct from the marketplace.

Commodore: Commodore was the producer of the most admired computers in the 80s. Renowned for its Commodore64, this brand ultimately vanished due to IBM-compatible PCs.

Atari: Atari, the video game our elders cherished playing, was the leader of video game systems. But sadly this brand washed out with the advent of lofty graphic computer game systems like PlayStation and Xbox.

Dr. Pepper: Dr. Pepper, is well-known for its special flavor. It's not admired any longer.

AltaVista: AltaVista was known commonly as a research engine. It was built up in 1995 and later turn out to be a part of Yahoo! AltaVista was the most far-reaching search engine but in due course lost out to Google. Although it still functions under Yahoo, it is a turning into a vanished brand.

Chic: Chic launched its low priced sachet cost of 1 rupee and target rural area , it hepls the brand to increase their market sales and also surprised its competitors like Clinic and sunslik but when Chick increased the price to 1.25 rupees it sales dropped Though its priced was rolled back to 1 rupee, but by that time Sunsilk and Clinic started offering emotional benefit as well as functional benefit, while Chik was confined to Jasmine content only. Eventually it failed.

Effectiveness of Brand Repositioning: La-ira-ela ... what appeared to be a typical remix from Channel V turned out to be advertising repositioning the soap brand Liril. The commonality which the latest advertisement has with Liril's launch advertisement that appeared in the mid-Seventies is its permissiveness: what is perhaps important to the current one is



whether it can recreate the "magic of lemony indulgence" ushered in by the launch advertisement, along with its permissiveness.

Close-up's lemony variant is attempting the nostalgic route to repositioning itself. The brand has been attempting several repositioning strategies in the recent past. Cadbury successfully repositioned its mould (milk chocolate) variant during the mid-Nineties, even managing to change the target segment for the variant — a very difficult task for marketers operating in any kind of market. The body of knowledge concerning brand repositioning is unfortunately not vast but the concept is receiving increasing attention with the proliferation of product categories and brands. Brand repositioning is required because of several reasons:

1. When new offerings flood the market, the superiority of the established brand has to be re-emphasised.
2. The established brands may not be able to offer either the same features or the variants that are being offered by the new brands (Ambassador and Robin Blue). Hence, there is a need for them to reposition themselves in a timely manner, relying more on the consumer goodwill they enjoy or by exploring ways to appeal to the consumers.
3. When a contemporary image is required in some categories because of changing psychographics.
4. When brands desire to change their target segment (rarely).
5. When brands want to communicate improved offerings.
6. When motivation to buy products in the category is low .

Timely Repositioning

Contemporary perception could involve either the image or superior functional utility. Iodex was almost the unassailable leader for several years in the pain balm market but was forced to reposition itself by Moov, which made rapid strides. Dove is repositioning itself as a superior soap with moisturizers (as against its previous 'trial for results' positioning). Vim Challenge was a response to several regional brands emerging in the dish wash market. Esteeem's "Shall we go for a drive, please?" campaign (where the son hopes his dad's pleasure at the ride in the car will overshadow his poor marks) was triggered by the various offerings which entered the mid-segment passenger car market.

If repositioning is not attempted by a brand in a timely manner, the brand may not get a second chance. Godrej has been around since decades in the country and it only made sense for them to adapt themselves according to the changing times. They went for a change in the appearance of their logo in 2008. The logo, which was so far red in colour, now includes maroon, green and blue to give it a more contemporary look.

Even in fast moving consumer goods involving mundane household products, timely repositioning matters. The Ujala brand of blue used to whiten clothes made history with its liquid variant. The pioneering (and the brand which held the dominance for years) Robin Blue had a powder variant before Ujala was introduced. Powerfully repositioning Robin Blue (even before introducing the liquid variant as a follower) might have reduced the impact of the new entrant because of the favour and trust Robin Blue enjoyed with consumers.

Burnol, the antiseptic cream for burns (it did attempt some sporadic repositioning exercises) no longer seems to occupy the same space in the consumer's mind. Women continue to cook as before and probably mostly in a hurry to catch up with the pressures of life. Burnol being a handy brand to overcome the inevitable small burns could have been a probable proposition to reposition it.

For example, a brand traditionally used for burns may be forgotten because of several categories of products and offerings like a cream for heels, herbal antiseptic ones for multiple injuries and corn caps. For hans toothpaste, Zambac and Saibal multipurpose antiseptic ointments, Eno's for acidity relief, Waterbury's Compound for 'after-cough' recovery and Crook's Lacto calamine lotion are some of the brands of yesteryear which could have maintained their dominance of the consumer's memory with appropriate repositioning strategies.

Contemporary image

This matters in some categories which are conspicuous in terms of consumers' usage and observation. With changing lifestyles and nuclear families in urban markets (especially in the up market segments), the role of the male in the family is undergoing a change. The 'relationship' repositioning of Raymond is a good example of a brand coming to grips with the changing psychographics of the target segment. Fair and lovely's repositioning as a brand for the aspiring girl making a mark in a male-dominated world (woven around the cricket commentator commercial) too is one such example. Pepsodent's commercial in which the mother scolds her child for snacking and establishes the brand as a protector of teeth is associated with traditional habits which have been highlighted to create a realistic association between the brand and the target segment. Product/brand attribute relevance to the habit of the user (children) and the buyer of the category (concerned mother) has been used to reposition the brand. Lifebuoy's repositioning on health based on hygiene is an



attempt to take into consideration the priorities consumers place on health in a deteriorating environment — one of the issues raised frequently by mass media and consumer groups. With time to time Dabur repositioned tooth paste brand from Dabur Lal Danth Manjan to Dabur Red Ayurvedic Toothpaste so that brand can change their images into Modern and natural product.

Changing The Target Segment: It is difficult for an established brand to change its target segment overnight because of the prolonged associations and perceptions related to imagery and price.

However, there have been rare instances of a brand repositioning itself for a new target segment. Cadbury, in an effort to make chocolates appeal to adults, created the repositioning around 'spontaneous joy' (the girl's dance in the cricket field) and since then the mold version of its offering continues to be positioned for adults. With the company offering different offerings for different segments, the strategy for the mould version synergizes with the overall strategy of the brand. Timex, which was targeting the lower-end watch market when it entered India, has introduced expensive watches with high technology at the higher end of the market. Technology, with its rub-off on the product's attributes, could be a powerful factor in moving a brand from lower to higher segments. Changing the target segment for an established brand is a delicate marketing exercise and several aspects of marketing mix elements are involved. These are important from the viewpoint of consumer perception.

Bata, during the Nineties started dealing with designer brands: it had developed the Power brand for youth and a number of offerings for middle-class consumers. In the recent times, it has segmented its retail outlets into discount outlets and higher-end ones. In such a situation, it may be difficult for the brand to reposition itself with a clear association. Communicating the newness can be seen in the 'new, 'improved' versions of old established brands. The point that is important in such a positioning is that consumers should be able to relate to the improved claims made by the brand. If Rin is repositioned to provide extra whiteness, the attribute should be recognized by consumers. When Tata Launch Its Ac brand Voltas in Urban Market ,it not able to mark it presence , so company decide to change their target market from urban to rural and relaunched VolTas In 2-tire cities in India and introduced it as India ka AC.

Decisions Concerning Repositioning

A brand need not always rely on repositioning: the decisions are related to the strength of the company, competitive context and consumer perception. A brand could create several sub-brands over a period of time in tune with the changes in the environment. Hero Honda, after the success of its CD 100 almost two decades ago, continues to hold sway over the market by creating several sub-brands each distinctive from the other. It created SS, Passion and Splendor with differing appeals. Sometimes, a premium offering needs to be repositioned when consumers become more receptive to the brand over a period of time, Colgate Total, one such offering, was initially positioned on multiple benefits but later, the same benefits were positioned with the '12-hour protection' proposition.

When should companies allow declining, aging brands to quietly finish their life cycles, and conversely, when should they opt to revitalize them? Crucial questions that product manufacturers must find answers for in this age of fast-changing consumer needs and desires, increasingly global competition and diminishing awareness of heritage brands among younger consumers. India Post Postal offices have become synonymous with India Post due to its legacy spanning decades. They came out with a full-fledged campaign to create a new, modern face for itself in order to change the perceptions about a government organization being old and lethargic. They launched a print campaign, Giving Wings To Your Dreams, with a new logo highlighting the new array of services which a billion people could now access to, via India post. This new logo has bird wings which are often confused to be as check marks.

Many business school-educated, experienced CMOs and brand managers feel that brands follow irrevocable life stages: they are born, they mature, and they plateau and eventually begin to decline and die. Generally, companies that witness specific brands in their portfolios go into the decline phase employ the "best business practice" of cutting advertising and marketing investments on these brands, reallocating the dollars on growth brands instead. Without any marketing support, declining brands continue to wither away and die.

Companies sometimes choose to sell off weakening brands or discount them to wring whatever value is left in the brand out, instead. Yet, with the heavy investment necessary to launch new brands and products, companies seem to be interested in the revitalization of diminishing brands more than ever before.

The question remains: how can companies determine whether to invest in the revitalization of brands or not? Consumer research plays a vital role in this process. Mature brands have great heritage, and might still be enjoyed by consumers



who have had positive, longstanding relationships with them. However, research will uncover valuable information. By surveying consumers who have long-term relationships with older brands, the following data can be mined:

1. What are the points of differentiation, or unique selling proposition of the brand, per their perception?
2. What are the brand's Enjoyment assets? How many pleasant associations and experiences have consumers had with the brand?
3. What are the negatives, if any, associated with the brand?
4. What is the perceived value of the brand?
5. Is the perceived value of the brand still active, or is it dormant? How does it stack up against the brands in those same categories?
6. How relevant is the brand?
7. What, in the consumers' perception, can the brand do for them to add value or more desirable attributes?
8. How much loyalty is there to the brand?

Mature brands tend to share common characteristics. They have not been historically discounted, but tend to be moderately to higher-priced within their respective categories. They are profitable, enjoying healthy profit margins. Since these brands have been around for decades, they normally have widespread distribution in many retail channels, and tend to be supported by fewer marketing initiatives. Thus, these brands are "out of sight and out of mind" to many consumers. Consumer mind share translates to market share, thus companies that choose to revitalize brands must commit themselves to developing a comprehensive marketing and advertising program. This will recall the brand to its heritage customers, and bring them back to purchasing its products again. It will also begin to create brand awareness among new generations of consumers.

Once a sound decision—based on the research—has been made to revitalize, brand managers can make subtle, or not-so-subtle changes to the brand core attributes if the research indicates this is necessary. Or, they might opt to change the brand experience at every consumer touch point to contemporize or make the brand more relevant to today's consumers. Packaging, consumer promotions and advertising, as well as customer service all factor into the creation of the consumers' total brand experience.

One of the best examples of the successful corporate revitalization is Samsung. In the mid 1990's, Samsung Electronics' chairman and senior management made a landmark decision. They decided that Samsung would no longer provide commodity electronics products to the world's retailers, including WalMart, but would instead focus on the development of innovative product design and stake out its own claim to become a global brand. The company focused on product innovation and brand-design strategy, and saw a meteoric rise in sales and brand value in a few short years.

The transformation of Samsung's image from manufacturer of commodity electronics to a product innovator and leader has provided global business with a stunning brand revitalization blueprint. In the 2005 Interbrand and Business "Annual Report: Global Brands" ranking, Samsung was rated as the 20th most valuable brand among the world's top 100 global brands.

Another striking example of corporate as well as product revitalization is Cadillac. A long-loved American luxury automobile brand, Cadillac started dying a slow death in the past few decades with its stodgy image and lack of consumer relevance. Even mature, affluent buyers of luxury cars were buying Mercedes, Lexuses and BMWs. Enter in the Escalade—a powerful SUV loaded with bells, whistles and plenty of edgy urban appeal. Urban appeal for an affluent, young, hip audience that is willing to shell out \$60,000 on average to drive a Cadillac! Enter in On Star technology to GM's options package for Cadillac, as well as its other brands, and there is clearly a perception of additional value, as well as differentiation from other luxury automobile brands. Once a dying brand, Cadillac is now a 21st century, urban symbol!

Arm & Hammer cleverly rejuvenated its product and brand when the slow-down in home baking adversely affected sales by emphasizing its two greatest attributes: the cleaning and deodorizing properties of its product. By demonstrating myriad uses for baking soda in the home—personal care, pet care, and home cleansing and deodorizing—Arm & Hammer turned slumping sales into major sales increases. Then, the company further leveraged its brand's cleaning and deodorizing properties into major brand extensions: oral care and laundry care. These new category extensions have been successful for the 150-year-old brand, which continues to enjoy great heritage, even as it continues to attract new and ever-younger generations of consumers.

A venerable brand that was recently revitalized is P&G's Head & Shoulders dandruff shampoos. When sales went flat on this venerable 40-year-old brand recently, P&G decided that it should be revitalized. The brand was repositioned to meet the needs of consumers who are looking for more than an anti-dandruff shampoo. With the Relaunch of the line,



consumers can now purchase the classic formula, or meet their more cosmetic-oriented needs, with reformulated SKUs that guarantee extra fullness, dry scalp care or intensive treatment, among others. With the revitalization of the brand, P&G management now feels that the line has a broader appeal among many more consumers.

As is customary with P&G, the consumer products giant also repackaged the Head & Shoulders product line. Sleeker, contemporary packaging reduced package size and a higher price point for additional anti-dandruff ingredients also give the repositioned heritage brand the same presence as a salon formula line, rather than that of a basic, utilitarian product.

Snack food giant Frito Lay revitalized its famous line of snack chips by eliminating trans fats in the form of hydrogenated oils recently. The company then revitalized the packaging of its extensive line to make the “0 grams Trans Fats” very prominent on the upper right hand corner of every snack product package. The company also touts the use of whole grains in a number of its snack products as well as other more nutritional ingredients to fulfill its commitment to consumers to provide them with tasty snacks that are more healthy and nutritious.

UTI Bank became what we know as Axis today. This happened in 2007 and the intention behind it was to make the brand more contemporary in terms of its appeal, and at the same time, have a name that could transcend geographical boundaries. They also changed their logo and came up with an integrated marketing programme to make sure that the customers remember the name, Axis.

Brands that have been around for a century or so are rare indeed. But many of our favorite brands are over 100 years old. From the toothpaste you use in the morning Colgate, to your mouthwash; Listerine; Quaker Oats your breakfast cereal; Maggie favorites snack, The Heinz ketchup on the table...Hershey...the chocolate syrup in your glass of milk. So what are the keys to becoming a centennial brand? Consistency of quality. Decades of well-honed messages. Integrity and ingenuity.

Experts like to talk about product life cycles, as if the birth and death of brands were the most natural thing in the world. Yet there are dozens, perhaps hundreds of global brands, big and small, that manage to remain young and vital, well into their tenth decade and beyond. But as in the case of most 100 year old brands like Samsonite; it's the continuous capacity to re-invent; cross-cultural teams.

1. For **high involvement products**, marketers should provide extensive information to the user and establish their brand superiority over the rival brands. Hyundai ran a series of advertisements that compared Santro's features to those of competitors to establish its brand superiority.
2. Consumers in **low involvement** conditions tend to be problem solvers rather than satisfaction maximisers. So focus on one or two attributes will fall within their limited cognitive inclination.
3. Revive- 'instant starch', Disprin- 'fast relief' etc. are some instances. Brand communication should attack the problem and establish brands as problem eliminators.
4. Some products like flowers, cards, etc. are bought for their affective delivery or satisfaction.
5. The brand may begin to signify expertise in a particular field. This expertise may lend itself to related products & brand may be extended to products related with its field of expertise. Dettol has a long time association as effective protection against germs. It has successfully used this association to launch soap, shaving cream, plaster and talc in market.

At this stage, the brand can lend character, style, image & soul to the products that carry its name
“A brand is the most valuable asset that a company can own”.

Brand Changes (Relaunching)

In today's competitive scenario when the firms are fighting for their market share, different marketers look for different strategy for capturing the same, but at the same time only few succeeded in their goal. In this regard different marketers start raising questions on possible business strategies and one of them is “relaunching of product”, it is defined as the process, when an existing brand changes or modifies the key elements of the marketing mix without materially changing its target consumer group. Relaunch, typically, would mean that the product, perfume and packaging have been modified or even changed substantially and the change is communicated through media advertising and at the point of sale.

Generally a relaunch is made when it is apparent to the marketer that the brand in question is losing share because its physical qualities need a change. It is also possible that, in comparison to competition, the brand is looking tired and old-fashioned, so that this could be a reason to strengthen the brand communication. In addition to making changes to the product, there are many instances of brands of products being re-launched in the market. However there are many issues involved that are unique. A brand name would definitely be reflective of the position that the brand occupies, it could also be an extension of an existing brand. At the same time catering to different product categories that could be defined



as emotional, rational, and so on. Then again, it could be the re-launch of an existing brand in order to make the consumer look at the product in a different light.

There have also been situations where a brand had been taken over by a competitor for a period of time and then bought back by the original company. In this case, depending upon how long the brand name had been in possession of the competitor, the strategy for re-launch would be different. There might be numerous reasons for a company to re-launch a brand. Nestle re-launch Maggi in its original taste. The new ad campaign's refrain is 'Ab sub kuch pehle jaisa'. Nestle's campaign has been necessitated, they claim, as in the recent past, Maggi has lost some market share to competition in noodles. Now, Maggi is a formidable brand; this has been proved time and again, even after the launch of Top Ramen. What Nestle is doing is leveraging the brand name and all associations of the brand name to lure customers of Maggi, who left it for Top Ramen. Unlike Maggi, Binaca is a brand that existed only in yesteryears. The most remembered thing about Binaca is its conversion to Cibaca. So, why is the company re-launching Binaca and not Cibaca? Cibaca changed the brand name Binaca to Cibaca when it was sold to another company.

While Dabur bought Binaca, Colgate Palmolive bought Cibaca. Dabur has launched Binaca and now we have both Binaca and Cibaca in the market. (Though Binaca was toothpaste and Cibaca is currently being sold only as a toothbrush.) This example illustrates the reason for re-launch as being done for competitive reasons.

| SECTOR | MAJOR BRANDS 1970s & 80s | NEW BRANDS- 1990s onwards | |
|-------------------|--|--|--|
| | | Indian Brands | Global brands |
| FMCG | | | |
| Soaps | Lifebuoy, Cinthol, Liril, Lux, Pears, Pexona, Mysore Sandal, Neem, Margo | Nirma Beauty soap | Palmolive, Dettol, Dove |
| Creams & Lotions | Fair & Lovely, Pond's, Johnson & Johnson | Dabur, Himalaya | Oriflame, Avon, Biotique, Amway, Garnier |
| Detergents | Surf, Nirma, Wheel | Fena, Lekhani | Ariel, Tide, Henkel |
| Processed foods | Maggi, Kissan, Parle, Britannia | MTT, Aashirwad, Lalitram, Bikaner | Heinz, Pillsbury |
| Beverages | Nescafe, Red Label, Campa, Thumsup | Haldiram, Fata Tea, Biletri, Tajmahal | Pepsi, Coke, Sprite, 7 up |
| Cigarettes | Wills, India Kings, Paragita | | Menthol |
| DURABLES | | | |
| Automobile | Ambassador, Fiat, Standard, Maruti | Tata Indica, Indigo, Indigo Marina | Honda, Chevrolet, Ford, Benz, Skoda, Hyundai, Opel |
| Computers | IBM, HCL | Zenith | Compaq, HP, Dell, Microsoft |
| Scooters/bikes | Bajaj, Yamaha, Royal Enfield, Jawa | Kinetic | |
| Refrigerators | Godrej, Kelvinator, Allwyn | Videcon | LG, Samsung, Whirlpool, Samsung |
| Air conditioners | Voltes, Fedler's Linyit, Hite Star, Camer | Videcon | LG, Samsung, Hitachi, Haier |
| Television | Crown, Videcon, Dyanora, BPL, Onida, Baltex, Konark | | Samsung, LG, Philips, Acai, Sony |
| Washing Machines | | Videcon, RPI | IFB, Samsung, LG, Whirlpool |
| Tyres | MRF, Goodyear, Ceat, JK | Apollo | Bridgestone |
| SERVICES | | | |
| Banks | State Bank & Govt banks, Citibank, Bank of America, Grindlays | HDFC, ICICI, Kotak | HABC |
| Insurance | LIC | Kotak, Sun, Bajaj, IFFCO, ICICI | Max |
| Cellular services | | Airtel, BPL, Idea, BSNL, Dolphin, Reliance | Muthu, Orange |
| Hotels | Taj, Oberoi, Waldorngroup, ITDC | | Hyatt, Mordien, Best Western, Ramada |
| MEDIA | | | |
| TV | Doordarshan | Aaj Tak, Regional channels, Zoo, Siticable, Sony, NDTV | Star, BBC, CNN, ESPN, CNBC |
| Radio | Vividh Bharti, AIR | FM, Radio Mirchi, Red FM | Radio City |



There are few homegrown brands that have stood the test of time and consumer taste and have successfully competed with the world's best. These successful brands have become the lifeline of the corporates who own them. These brands are both new and old- old, in the sense of being cherished for their values for long, and new in the sense of being contemporary and still moving ahead with times. They continue to be emotionally relevant to consumers year after year.

Successful brands, apart from being experiences, also deliver certain values that are not quantifiable. Around 300 respondents in the age group 21-50 were surveyed to find out how many successful Indian brands they could recall, which have emerged strong in fighting the global brands.

The list includes Amul Butter, Asian Paints, Fevicol, Godrej Locks, Onida TV, Parle G, Thumsup, Titan, Raymond Suitings, Nirma, Bajaj Auto, Dabur, Lakme, Amrutanjan, Kingfisher, Charminar Cigarettes, Wills, Bombay Dyeing, India Today, Keo Karpin, Tortoise Mosquito Coil, Parachute Hair Oil, Reliance, Taj Group Of Hotels, Videocon, Rasna, Tata Salt, Tata Tea, Rooh Afza

Conclusion

1. The brand must be relevant to a latent need of the consumer. The brand's longevity will be determined by whether it is currently relevant in fulfilling a deeper consumer need, and by its ability to continue to meet that evolving latent desire of the consumer.
2. Constant, creative and proactive Research & Development will keep the brand contemporary and youthful even if it's a hundred years old.
3. A breakaway marketing strategy that takes a thoughtful and diligent leap is crucial to sustain a brand non-stop for the long term. At the implementation stage the creative execution must be provoking and reflect the values associated with the brand.
4. A brand is a brand as long as it connects with the consumer, remains relevant & excites her, it doesn't matter whether it's Indian or not.

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