



Brand Management -An Empirical Study for Reebok

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Abstract

Purpose - In today's environment, it is becoming increasingly difficult for businesses to quickly generate new ideas and innovations in order to gain a competitive advantage and remain sustainable. Under such a scenario, the study explores the influence of variables like brand awareness, brand integrity, brand attitude, brand visibility, and brand reputation on brand performance as well as keeping in mind how these will contribute to the brand's long-term suitability. The influence of each variable is investigated by means of direct and intervening testing through which a model is being constructed so that the study provides managerial as well as theoretical implications.

Design/methodology/approach: The e-survey method for the research was constructed. The sampling method used is purposive snowball sampling. The survey was conducted in Kolkata, India in the year 2020-2021. The study involved 428 samples of Reebok product users who took active participation in the online e – survey. In order to measure the parameters based on the dimensions, Smart PLS software was used. The study is the development of Mashur Razak and Pantea Foroudi's research. The study tests Foroudi's as well as Razak's variables for the development and sustainability of the brand.

Findings: A conceptual framework was constructed. Direct as well as intervening tests were carried out to investigate the relevance of each variable. Of the hypothesis constructed, ten (10) hypotheses had significant influence. Brand visibility and brand integrity affect brand performance.

Value: The relevance of each variable on brand performance through direct as well as the intervening test was investigated. The influence of new variables like brand integrity and brand visibility on brand performance was known and further assisted.

Keywords: Brand Attitude, Brand Awareness, Brand Reputation, Brand Integrity, Brand Visibility, Brand Performance

1. Introduction

Companies build and sustain brands using marketing elements. Some of these marketing elements are popularity, relevance, differentiation, and understanding of consumers' needs, desires, aspirations, and sentiments. Apart from these few marketing elements, there are many others. Customers know what they want from a branded product. Recognizing a product as a branded one by the customers brings impulsiveness among them (Foroudi et al., 2014). Even if the product or service of the company is exceptional, it won't make that

product or service branded. To create a brand name for its product brand attitude, brand awareness, brand reputation, brand integrity, brand performance, and visibility are the few to name.

Brand or branding plays a key role in creating a competitive advantage for the company. (Melewaret et al., 2013). A brand creates differentiation from competitors and others. The brand makes an identity for the company (Brown et al., 2006). Initially, the customers purchase a branded product and slowly become loyal to that brand. During this, the customers pass through various stages which are mainly affected by cognitive attitude. According to attribution theory, cognitive attitude is based on understanding the market demand so that it shows into action (Weiner, 2008). Attribution theory explains what the causes are and makes a customer to decide in purchasing.

Reebok was a well-known brand. Reebok was the first to use spikes in its sporting shoes. In creating higher reach, Reebok which is Anglo-American footwear and clothing company started licensing deals with athletes. Well, know athletes wear and are endorsed during sports. Reebok revolutionized the sports shoe manufacturing industry. The Reebok shoes manufactured with the best skill and design were of great relevance for athletes. Reebok freestyle aerobics shoe makes the beginning of women's gym-fitness. Reebok well understood the need and desires of the fitness and aerobics industry.

In 2006, Adidas purchased Reebok, and it started losing its image, charisma, and value among its customers. This iconic brand tried to overcome this impression in the market. Reebok is facing a tough time as its sale are declining. Though in the '90s, Reebok was able to form brand loyalty, integrity, and reputation in the market. Some of the reasons for its degradation may be a poor strategy adopted by Adidas, brand mismanagement, etc.

This study took up the case of Reebok shoe users to study what factors affect the management of a brand. The work of Foroudi is impressive in brand performance/management. Pantea Foroudi researched on brand performance/management model specifically for hotels. The model included brand awareness, brand reputation, brand attitude, and brand performance as its constructs (Foroudi et al., 2014; Foroudi et al., 2019). Razak M et al., (2019) reported that brand visibility and brand integrity were also impacting brand performance. Therefore this research paper incorporated the constructs suggested by Foroudi et al., (2014), Foroudi et al., (2019), and Razak M et al., (2019) to investigate the relevance of each construct. So as to enrich the research model through direct and intervening relationships. The findings of the research paper will supplement the theoretical and managerial implications in the management of a brand.

Review of the Literature

In the era of severe competition, firms must differentiate their products/services to survive and succeed (Balmer and Sonen 1997). Differentiation is one of the principal positioning techniques (Porter, 1990). Branding is a potent tool for distinction (Keller 1999). Thus branding had emerged as a unified marketing process (Chernatory, 1999). The notion of brand and brand management has been developed to create uniqueness and

distinctiveness among competitor brands. Brand management is viewed as a strategy. Brands survive long due to effective brand management strategies.

Brand management encompasses seven crucial attributes of the trade climate and industry. The first one is the economic aspect which enhances business worth and excellence (Nenonen & Storbacka, 2010). Secondly, the brand is thought to create brand equity to associate with the corporate image. The third is the brand performance that connects with the target customers. Fourth, the brand signs create brand identity, positive sentiments, and stimulus (Von Der Lans et al., 2009). Fifth, the companies through their brands create affiliation in the specific arena (Fournier, 1998). Sixth, brands build a brand community by impacting users' lives and establishing contact with consumers (Muniz & O'Guinn, 2001). Seventh, the brands adapt to different cultures which offer a cultural approach to brands (Julien Cayla & Eric Arnould, 2008). Brand performance/management has brand awareness, brand reputation, and brand attitude as its constructs (Foroudi et al., 2014; Foroudi et al., 2019). Brand visibility and brand integrity also impact brand performance (Razak M et al., 2019)

Brand attitude is the second variable after achieving brand awareness in the selection of a brand. The investigation made by the buyers is known as a brand attitude that motivates them for relevant purchases (Rossiter and Percy 1997). The company's brand signature impacts consumers' perceptions of the brand. Brand attitude makes impulsive purchases. When the brand is of high quality the consumers make an emotional relationship with the brand then they purchase the product (Batra and Ahola, 1991). Thus consumers make an attitude towards that particular brand. Attitude towards a particular brand may be either positive, general or lack of interest in the brand. Consumers' attitude is influenced by evoked connections and beliefs, which build brand reputation. Trust and perceptions are the foundation of consumers' attitudes towards the brand. Customers' trust in a brand develops when they believe the product is used by a significant number of individuals (Hwang and Kim, 2018). While developing an attitude towards a brand, consumers may rely on the current attitude towards its brand name, and logo, which can change over time.

H₁: The brand attitude has a positive impact on brand integrity.

H₂: The brand attitude has a positive impact on brand performance.

Brand integrity is the human face that an organization portrays to its customers. Integrity/honesty/earnestness is a valuable factors in establishing a brand in the minds of the customers. Customers remember honest products as whatever has been acclaimed was delivered by the company. The company's vision, mission, beliefs, and position guarantee its customers and establish brand integrity. Brand integrity makes it easier to register the brand in the minds of customers. Integrated brands seem to follow business ethics truly. The company's brand image/performance and identity are influenced by brand integrity (Khan, 2012; Razak M et al., 2019). Brand integrity means that the brand is honest, and transparent and has a brand image and identity which are appreciated by its consumers and bears a good recognition and reputation amongst the customers. Shoppers' attitudes and brand performance are affected by trust and honesty beliefs. In the process of purchasing a

product/brand, consumers' perceptions and attitudes are greatly influenced by the image that a product/brand carries i.e. brand integrity (Keller and Aaker, 1992). It is important for marketers to improve brand integrity to make an excellent connection with their customers and win the trust of prospective buyers.

H3: Brand integrity has a positive impact on brand performance.

H8: Brand integrity has a positive impact on brand reputation.

Brand visibility One of the communications that an organization makes with its customers is by improving the visibility of its brand. Making the brand visible assures that the product is of high standards and meets the customers' needs effectively. A brand can be made visible to a wider set of customers through different media such as TV, radio, newspaper, magazine, web marketing, and many others. Brand visibility is improved through repeat advertising, using the right promotional mixes. Brand visibility creates an image of the brand which prompts the customers to recognitions and remember while going for the purchase (Razak M et al., 2019). The organizations must ensure along with the brand's visibility, ethics and ideals have not been compromised. As a result, this contributes to generating extremely advantageous brand integrity in the forthcoming time. In turn, brand integrity contributes to the growth of a brand's reputation/performance.

H4: Brand visibility has a positive impact on brand integrity.

H5: Brand visibility has a positive impact on brand reputation.

H6: Brand visibility has a positive impact on brand performance.

H12: Brand visibility has a positive impact on brand awareness.

H13: Brand visibility has a positive impact on brand attitude.

Brand reputation is an immediate image of a company. It is composed of a set of various images held by both internal and external stakeholders over the period (Fombrun, 1996; Foroudi et al., 2017). Brand reputation is a mix of trustworthiness, generosity, esteem, adoration, and faith (Dowling, 2001). The status of the brand ensures customer loyalty, brand repurchase, and brand referrals (De la Sabatè and de Puente, 2003). When these inherent characteristics are adhered to for a long period, it develops a brand reputation. Consumers' faith and dedication towards a brand are indicators of brand reputation. Trust and commitment are improved through a better degree of communication and relationship with the brand. A product/service will build a good brand reputation when it meets the demand of consumers and quality criteria (Xie and Peng, 2009; Lombart and Louis, 2016). If the brand fails to prove its claim the company's brand reputation suffers. (Forudi et al., 2014).

H7: The brand reputation has a positive impact on brand performance.

Brand awareness is a brand's ability to make it acknowledged and identifiable to the shopper. This includes signs, titles, jingles, etc. Brand awareness is a combination of brand knowledge and brand reminiscence (Keller, 1993). Keller contended that brand awareness may be more significant in cases when product selections are made in-store. Brand awareness facilitates the assessment of products and services, as well as the subsequent acquisition (Herrera & Blanco, 2011). Brand awareness has a beneficial influence on individual customers' opinions (Lemmink et al., 2003). The progression of branding includes influencing consumer perceptions through creative pursuits like logos, jingles, luminary endorsement, and many others. These things connect people with the brand, which is also known as a brand association. Brands enable a business to interact with its customers. Through the aspects of the brand signature, companies use communication as a strategy to improve their relevance as a product differentiator (Hatch and Schultz, 2001; Van Riel and Van den Ban, 2001).

H9: Brand awareness has a positive impact on brand reputation.

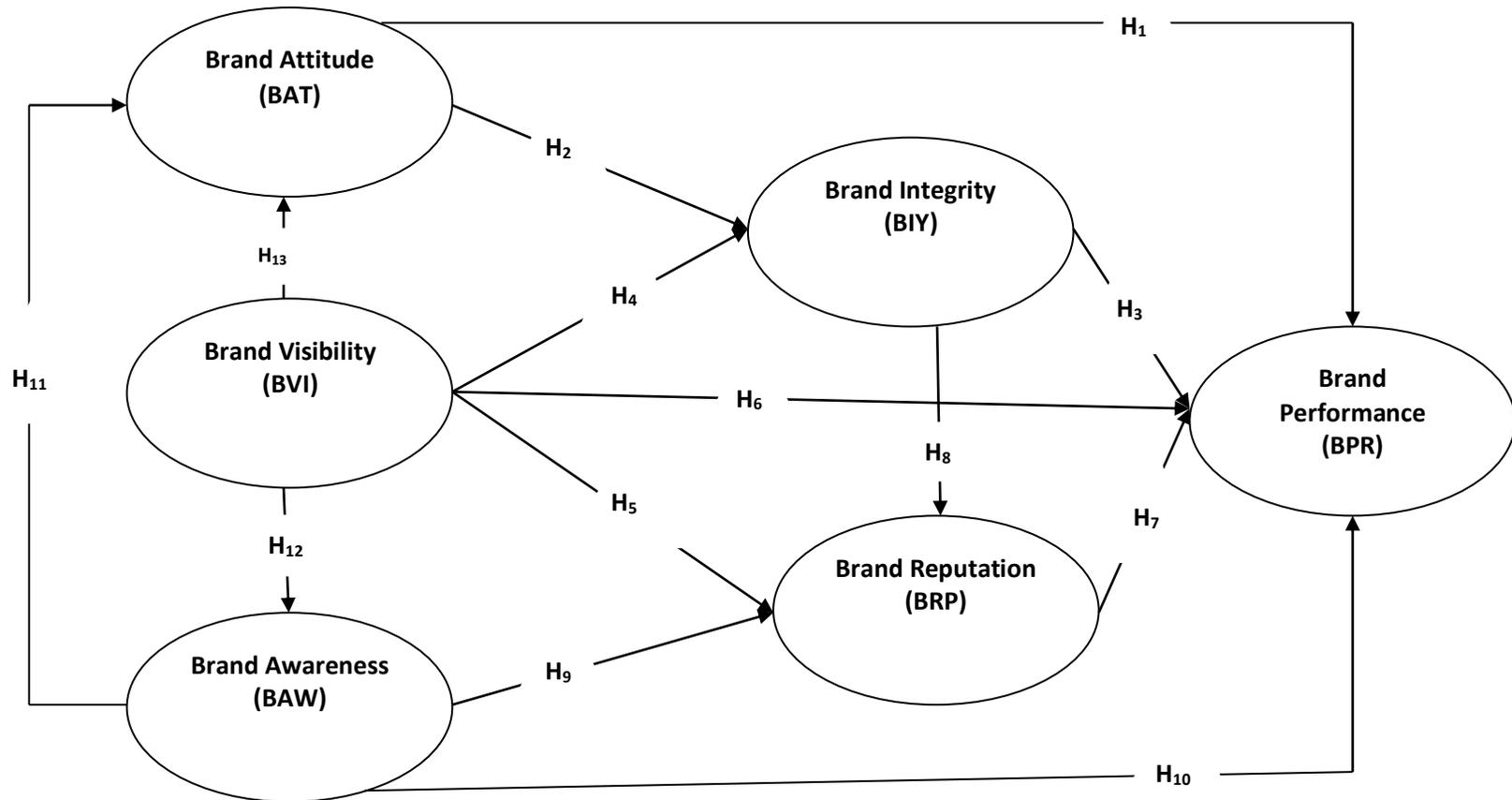
H10: Brand awareness has a positive impact on brand performance.

H11: Brand awareness has a positive impact on brand attitude.

Brand performance is the result obtained after the brand management activity has taken place. Brand management's role is to ensure that the brand brings value to the investments by resulting in additional revenues and advantages. The estimation of the brand's results against the firm's initial objectives is known as brand performance.

Brand management operations are focused in such a way as to get the desired brand performance. And this brand performance differs from company to company and is unique in various aspects. Brand performance is determined by factors like consumers' willingness to give a positive WOM based on a positive experience with the brand (Lee et al., 2012; Wong and Sohal 2002), brand awareness (Lemmink et al., 2003), brand reputation (Foroudi et al., 2017; Lombart and Louis, 2016), brand attitude (Hwang and Kim, 2018), brand integrity (Razak M et al., 2019) and brand visibility (Razak M et al., 2019; Putra et al., 2017). A high degree of brand performance simply implies that the brand can generate brand loyalty, repurchases, and referrals, as well as obtain further customers from the marketing situation. Based on the results of the literature review, a conceptual model is developed. The conceptual model consists of thirteen hypotheses as shown in figure 1.

Figure 1: Showing the Conceptual Framework



Research Methodology

This study on the performance of brands is the extension of the model proposed by (Forudi et.al. 2014; Froudi 2019, and Mashur Razak et al., 2020) which is surveyed in the Indian context. The dimensions affecting brand performance/t are affected by brand awareness, brand reputation, brand attitude, brand visibility, and brand integrity which had been suggested in the earlier studies. To understand the effect of these variables on the target population hypothesis tests were carried out.

The dimensions of brand awareness are brand familiarity (Ha & Perks, 2005) and brand recognisability (Baker & Balmer, 1997; Hatch & Schultz, 2001; Kotler, 2000; Omar & Williams, 2006; Van Riel & Van den Ban, 2001 and Foroudi et al., 2014). Brand reputation has dimensions, brand reliability (Delgado-Ballester & Luis Munuera-Alemán, 2001 DelVecchio, 2000) and brand benevolence (Lombart & Louis, 2016; Spears & Singh, 2004; Sirdeshmukh et al., 2002; Xie & Peng, 2009; Zhao & Roper, 2011). Brand attitude is measured through brand association (Pappu et al., 2005; Aaker, 1991; Aaker, 1996; Washburn & Plank, 2002 Yoo & Donth, 2002) and brand belief (Batra & Ahtola, 1991; Keller & Aaker, 1992; Kim et al., 2016; Kwon & Lennon, 2005, 2006, 2009). Brand visibility has dimensions; repeat advertising (Blom et al., 2017) and wine marketing mix (Festa et al., 2016). The dimensions of brand integrity are customer insight (Giannikas et al., 2019; Chuang & Lin, 2013; Iqbal et al., 2018 and Murali et al., 2016), ethical code (Panaloza, 2018; DeMarco, 2017; Murdifin et al., 2019 and Laczniak & Murphy, 2019) and consistency code (Kim et al., 2016 and Brown & Davies, 2017). Brand performance dimensions have brand loyalty (Pappu et al., 2005; Washburn & Plank, 2002; Yasin et al., 2007; Back & Parks, 2003; Boo et al., 2009; Sweeney & Swait, 2008; Melewar et al., 2017; Ponsonby-McCabe & Boyle, 2006; Keller, 2003; Odin et al., 2001 and Yoo & Donthu, 2000, 2001, 2002), brand re-purchased (Stock et al., 2013; Melewar et al., 2017; Mattila, 2001 and Maxham & Netemeyer, 2002) and brand recommendation (Lee et al., 2012; Byon & Zhang, 2010; Mattila, 2001; Boo et al., 2009; Lee et al., 2012; Byon & Zhang, 2010 and Wong & Sohal, 2002). The dimensions help in bringing accuracy in the measurement of each parameter.

The responses were collected through an e-survey. The questions in the questionnaire related to the users of the Reebok brand were made simple, understandable, and comprehensive. The language of the questionnaire was English. The likert scale was used to collect the responses. A nominal scale was used for identification and an interval scale for measuring subjective characteristics of the target population. The sample size for this study were $(6 \text{ dimensions} + 58 \text{ variables}) \times 7 = 448$ samples. Purposive snowball sampling is adopted to reach the respondents. The survey was conducted in Kolkata city from January - May 2021. To measure the parameters smart PLS software was used. The measured parameters are dependent on several conditions such as the composite reliability value which should be greater than 0.6 (Chin, 1998); the average variance extracted value should be greater than 0.6 (Hair et al., 2016). The Cronbach's alpha value must be greater than 0.5. R^2 and f^2 were calculated.

Analysis

The respondents belonged to five different educational qualification categories. The 'bachelors' were 50%, 'masters' were 32%, and 'senior high school' were 9.6%, and 'diploma' and 'doctorate' categories were 4.2% each. 66.6% were male and the rest were female. 50.2% of respondents had an earning less than INR 5000, 12.9% had an earning between INR 5001- 20000, 21.5% had an earning between INR 20001- 50000, 4.9% had earning in between INR 50001 – 75000 and INR 75001 – 100000 each and 5.6 % had an earning above INR 100000.

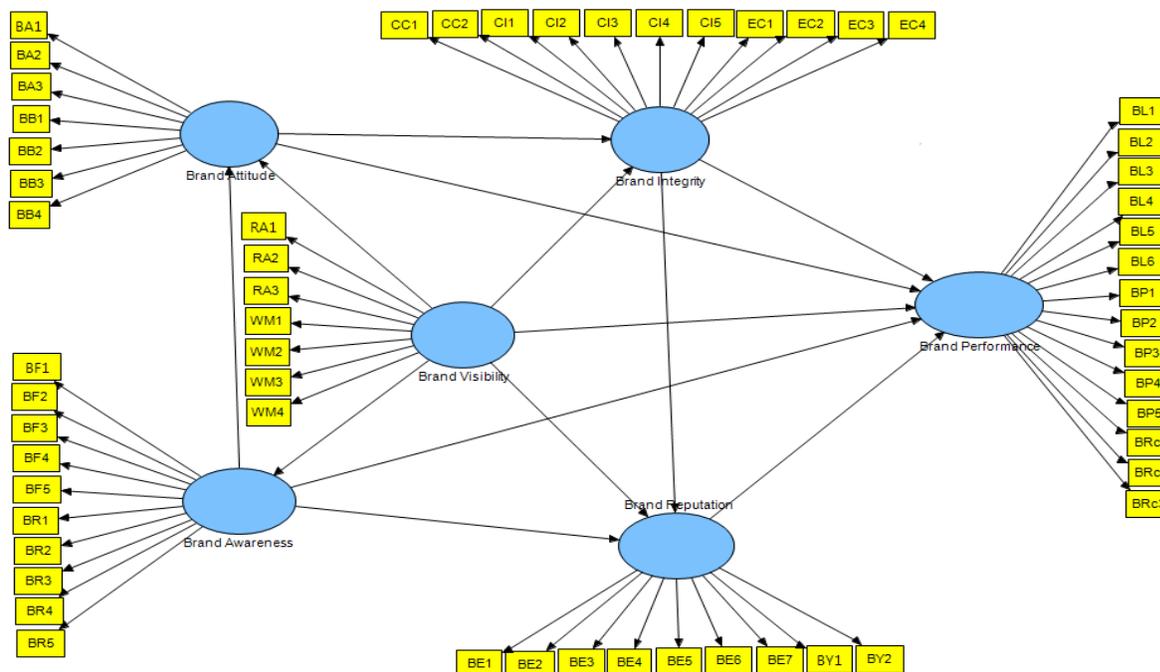
Statistical analysis

The hypothesized research model was tested and analysed using Smart PLS 3.0, involving the utilization of PLS-SEM approach (Hair et. al, 2016). The Partial Least Square Structural Equation Modelling (PLS-SEM) is a method that helps in modelling simple to complex cause-effect relationships with latent variables. The PLS approach does not presume the normality of the data. There are two stages of analysis in the PLS-SEM approach.

- (i) **Measurement model analysis** –This analysis finds out the reliability and validity of the instrument used, and
- (ii) **Structural model analysis** - This analysis is to find out the relationship effectiveness between the constructs.

The limitation; however, with this approach is that it fails to provide a satisfactory goodness-of-model fit measure (Hair et.al., 2016).

Figure 2: Proposed Path Model



Multicollinearity Test – A good determination of the statistical significance and outer loading requires that the collinearity should be absent. Thus, Variance Inflation Factors (VIF) were analysed to test the multi-collinearity issue of the proposed model. If VIF is more than 5 it is an issue of multi-collinearity (Hair et.al, 2016). The results of the study show that VIF values are below the threshold value of five for all constructs. Hence, the model had no collinearity issue.

Table 2: Showing the Test of Multicollinearity

DV = BIV		DV = BAT		DV = BRP		DV = BPR	
Construct	VIF Value						
BAT	2.236	BAW	2.361	BAW	2.672	BAW	3.722
BVI	2.236	BVI	2.361	BVI	3.799	BVI	4.708
				BIY	3.765	BIY	4.275
						BAT	3.408
						BRP	4.727

Note: DV: Dependent Variable; VIF: Variance Inflation Factor; BAT: Brand Attitude; BVI: Brand Visibility; BAW: Brand Awareness; BRP: Brand Reputation; BIY: Brand Integrity; BPR: Brand Performance

Measurement model analysis –This determines the validity and reliability of the study. Through convergent & discriminant analysis the validity is analyzed(Change et.al, 2010).

Average Variance Analysis (AVE) and outer loading values assist in determining the convergent validity of the study. The AVE values should be above 0.50 for each dimension (Forner & Larcker), 1981) and the maximum limit for outer loading should not cross 0.60 of each item in a construct setting a convergent validity (Lee et al., 2015). The AVE values of the study were in the range of 0.743 to 0.803 for all the latent variables as shown in the table 3. The outer loading values for maximum items within the construct were in the range of 0.6324 to 0.8258. There were three items whose loading values were below 0.5. The convergent validity of the study's model was formed.

The reliability of the items was measured through Composite Reliability (CR) and Cronbach's Alpha. A construct is said to be reliable when it is greater than 0.60. The study's Cronbach's Alpha was above 0.80 and CR values were above 0.90. The constructs of the study exhibited good reliability as shown in table 3.

Table3: Showing Measurement Model Analysis						
Constructs	Items	Loading	Cronbach's Alpha	CR	AVE	Sqrt of AVE
Brand Attitude (BAT)	BA1	0.6644	0.8735	0.9023	0.753	0.867
	BA2	0.8021				
	BA3	0.7293				
	BB1	0.7887				
	BB2	0.8161				
	BB3	0.7486				
	BB4	0.7243				
Brand Awareness (BAW)	BF1	0.6324	0.899	0.9167	0.803	0.896
	BF2	0.7942				
	BF3	0.7794				
	BF4	0.7059				
	BF5	0.7106				
	BR1	0.7014				
	BR2	0.7715				
	BR3	0.7425				
	BR4	0.6613				
	BR5	0.7305				
Brand Integrity (BIY)	CC1	0.7951	0.9194	0.9324	0.743	0.862
	CC2	0.7334				
	CI1	0.7617				
	CI2	0.7262				
	CI3	0.7979				
	CI4	0.8003				
	CI5	0.7956				
	EC1	0.4966				
	EC2	0.7998				

	EC3	0.7282				
	EC4	0.7397				
Brand Performance (BPR)	BL1	0.7592	0.9205	0.9343	0.751	0.866
	BL2	0.2112				
	BL3	0.2834				
	BL4	0.6911				
	BL5	0.8226				
	BL6	0.7659				
	BP1	0.7702				
	BP2	0.7314				
	BP3	0.74				
	BP4	0.795				
	BP5	0.7745				
	BRc1	0.8216				
	BRc2	0.8058				
BRc3	0.7892					
Brand Reputation(BRP)	BE1	0.8258	0.9199	0.9336	0.781	0.884
	BE2	0.7995				
	BE3	0.7688				
	BE4	0.79				
	BE5	0.734				
	BE6	0.8101				
	BE7	0.7877				
	BY1	0.7833				
	BY2	0.7256				
Brand Visibility (BVI)	RA1	0.7827	0.8894	0.9134	0.775	0.881
	RA2	0.7703				
	RA3	0.7133				
	WM1	0.8013				
	WM2	0.8143				
	WM3	0.7675				
	WM4	0.7754				

Note: BAT: Brand Attitude; BVI: Brand Visibility; BAW: Brand Awareness; BRP: Brand Reputation; BIY: Brand Integrity; BPR: Brand Performance

Discriminant validity is defined as the extent to which items within a construct discriminate it from items of other latent constructs (Graver et al., Warner, 2008). Correlation analysis is used to determine the Fornell-Larcker Criterion which assists in finding the discriminant validity (Hair et.al, 2016). The results of the study show that the inter-construct correlations were less than the square root of AVE values. As per the Fornell-Larcker Criterion, discriminant validity is said to be formed when the square root of AVE values of all the constructs is greater than the latent variable correlations (Hair et.al, 2016). Therefore, the measurement model satisfied the Fornell-Larcker Criterion and established appropriate levels of discriminant validity.

Table 4: Fornell & Larcker Criterion of Discriminant Validity

Latent Variable	BAT	BAW	BIY	BPR	BRP	BVI
BAT	0.753					
BAW	0.671	0.803				
BIY	0.541	0.582	0.743			
BPR	0.584	0.561	0.675	0.751		
BRP	0.529	0.567	0.705	0.697	0.781	
BVI	0.559	0.586	0.704	0.615	0.739	0.775

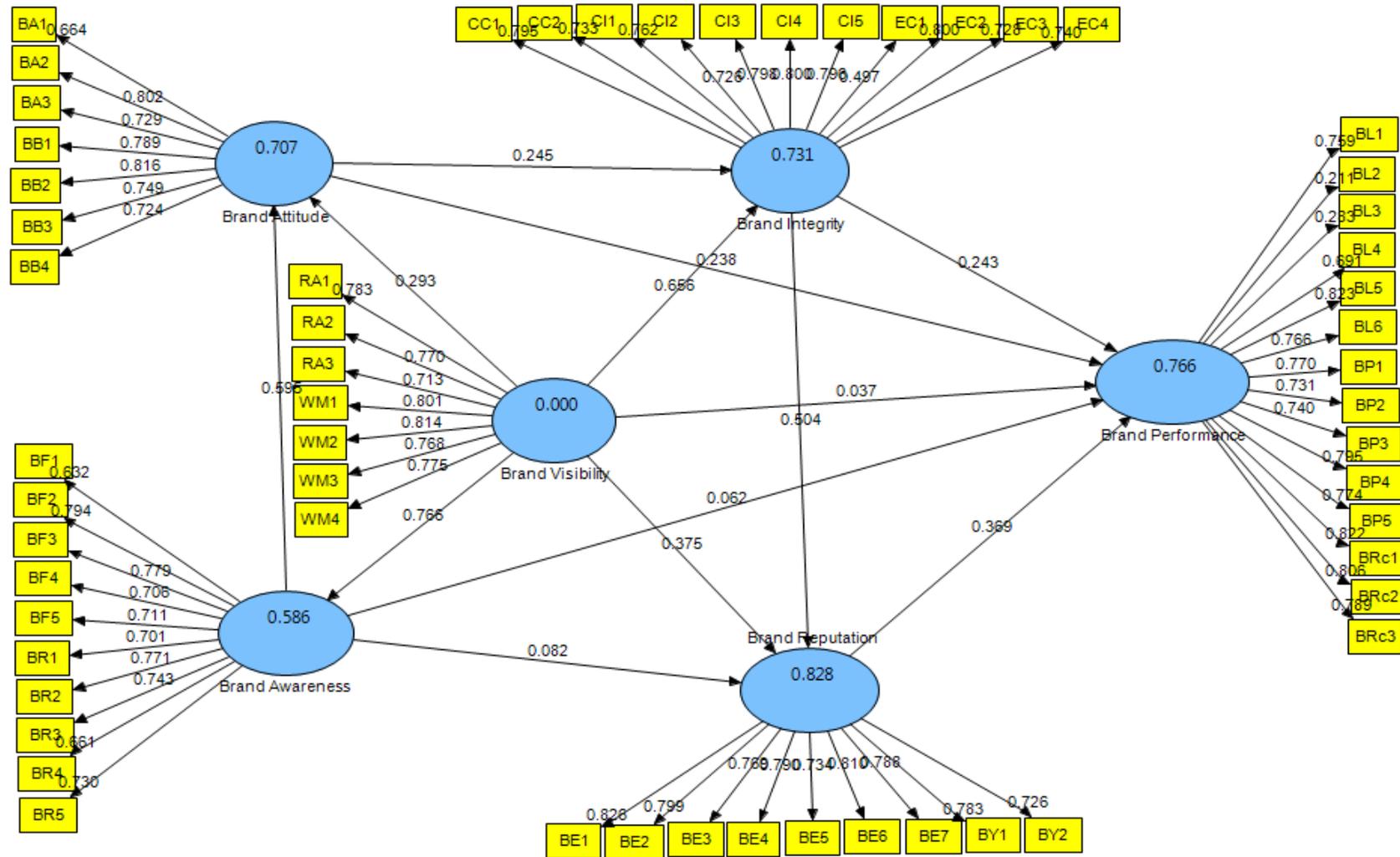
Note: BAT: Brand Attitude; BVI: Brand Visibility; BAW: Brand Awareness; BRP: Brand Reputation; BIY: Brand Integrity; BPR: Brand Performance

Structural Model Analysis and Hypotheses Testing

The structural model analysis is used to test the hypotheses of the study. This analysis will measure the effectiveness of the relationship. Brand attitude affects brand performance (Path Coefficient = 0.2376 & $t > 1.96$). This supported hypothesis 1. Brand attitude affects brand integrity (Path Coefficient = 0.2446 & $t > 1.96$). thus, hypothesis 2 is supported. Brand integrity affects brand performance (Path Coefficient = 0.2431 & $t > 1.96$). Hence hypothesis 3 is supported. Brand visibility affects brand integrity (Path Coefficient = 0.6564 & $t > 1.96$ which supports hypothesis 4. Brand Visibility affects brand reputation (Path Coefficient = 0.3746 & $t > 1.96$). Hence hypothesis 5 is supported.

Brand visibility does not affect brand performance (Path Coefficient = 0.0375 & $t < 1.96$. Hence hypothesis 6 is not supported. Brand reputation affects brand performance (Path Coefficient = 0.3692 & $t > 1.96$. Hence hypothesis 7 is supported. Brand integrity affects brand reputation (Path Coefficient = 0.5036 & $t > 1.96$. Hence hypothesis 8 is supported. Brand awareness affects brand reputation (Path Coefficient = 0.0821 & $t > 1.96$. Hence hypothesis 9 is supported.

Figure 3: Showing the Partial Least Square Results



Brand awareness affects brand performance (Path Coefficient = 0.0624 & $t > 1.96$. Hence hypothesis 10 is not supported. Brand attitude affects brand performance (Path Coefficient = 0.5952 & $t > 1.96$. Hence hypothesis 11 is supported. Brand visibility affects brand awareness (Path Coefficient = 0.7658 & $t > 1.96$. Hence hypothesis 12 is supported. Brand visibility affects brand attitude (Path Coefficient = 0.2925 & $t > 1.96$. Hence hypothesis 13 is supported.

Table 4: Showing the Hypothesis Decisions

Hyp.	Paths	Path Coefficient	t-Statistics	Decision
H ₁	Brand Attitude -> Brand Performance	0.2376	5.3327	Supported
H ₂	Brand Attitude -> Brand Integrity	0.2446	5.9921	Supported
H ₃	Brand Integrity -> Brand Performance	0.2431	3.7591	Supported
H ₄	Brand Visibility -> Brand Integrity	0.6564	17.1964	Supported
H ₅	Brand Visibility -> Brand Reputation	0.3746	8.1188	Supported
H ₆	Brand Visibility -> Brand Performance	0.0375	0.6562	Not Supported
H ₇	Brand Reputation -> Brand Performance	0.3692	5.1924	Supported
H ₈	Brand Integrity -> Brand Reputation	0.5036	10.8387	Supported
H ₉	Brand Awareness -> Brand Reputation	0.0821	2.2535	Supported
H ₁₀	Brand Awareness -> Brand Performance	0.0624	1.1837	Not Supported
H ₁₁	Brand Awareness -> Brand Attitude	0.5952	10.7469	Supported
H ₁₂	Brand Visibility -> Brand Awareness	0.7658	30.3431	Supported
H ₁₃	Brand Visibility -> Brand Attitude	0.2925	5.2365	Supported

Quality Criteria (Effect Size f^2) of the Model:

Brand awareness and brand visibility had effects on brand attitude. The f^2 value ranges between 0.00 - 0.7056. Brand attitude has an effect size of 9.99% on brand integrity and on brand performance, it is 6.8%. Brand visibility does not have any effect size on brand awareness ($f^2 = 0.00$). Although brand visibility had an effect size of 11.89%, 70.56%, and 21% respectively with brand attitude, brand integrity, and brand reputation but has only 0.01% with brand performance. Whereas the effect size of brand awareness with brand attitude is 49.8%, 14.4% with brand reputation, and 4% with brand performance. The effect size of brand integrity with brand reputation and brand performance is 37.96% and 4.7%. Brand reputation has a 9.7% effect size with brand performance.

Table5 :Summary of Structural Model's Results												
	Brand Attitude		Brand Visibility		Brand Awareness		Brand Integrity		Brand Reputation		Brand Performance	
	Path Coeff.	f-square	Path Coeff.	f-square	Path Coeff.	f-square	Path Coeff.	f-square	Path Coeff.	f-square	Path Coeff.	f-square
Brand Attitude							0.2446	0.0999			0.2376	0.068
Brand Visibility	0.2925	0.1189			0.7658	0	0.6564	0.7056	0.3746	0.2115	0.0375	0.0001
Brand Awareness	0.5952	0.498							0.0821	0.144	0.0624	0.004
Brand Integrity									0.5036	0.3797	0.2431	0.047
Brand Reputation											0.3692	0.094

Discussion

The aim of brand management is to improve brand performance by increasing repeat purchasing of a product/service as well as increasing the loyalty of its customers. In this study on brand management, the consumer's emotional mindset is well stressed, this creates a sense of trust in the mind of consumers regarding the brand. Brand belief can be sensed from the customer's side if customers feel good about the product/service, come for repeat buying, and also spread a positive 'word-of-mouth'. This belief in the brand is created when the brand not only provides customer services at the beginning of purchase but also even after the purchase known as after sale-services.

Brand awareness deals with the way to attract the attention of prospective consumers when the product is first placed in the market (Ha & Perks, 2005; Kotler, 2012). Brand attitude displays the interest of consumer perception in making purchasing decisions. Positive perception leads to purchase and repeat buying. Negative perception creates an adverse effect on the brand. Brand attitude is created when consumers feel part of the brand, feel pride in using and attaching to the brand, and lastly, an urge to maintain the brand for the future.

The uniqueness of the study holds on the two variables which were Brand Visibility (BV) & Brand Integrity (BI). BV indirectly increases the attention and awareness of customers present in the market. 'Wine Marketing (WM)' developed by Festa et al. in 2016 is an indicative approach that highlights the knowledge systems of a brand. The marketing concept 4.0 developed by (Kotler et al. 2016) having slogans of various forms is very highly related to using WM in gaining knowledge of a brand. WM was used as a dimension in the study. Brand Visibility (BV) reflects the importance of gaining expertise in the product as well as helping in giving a unique experience to the consumers. It also educates the consumers relating to the current innovation done in the product/service. Reebok observes these parameters, as a result, designs such products that are unique from its competitors offer excellent satisfaction, and provide a positive perception in the mind of consumers.

Repeat advertising involves advertisements that are understandable and easily clear to the customers. In the context of strengthening and positioning the brand, the role of the promotional channel (e.g. online channel or offline channel) is of great importance. The right channel provides the maximum reach to prospective customers and influences the effective selling of the brand. Repeat advertising in the case of Reebok products focuses on increasing the promotion of Reebok products on online and digital platforms as customers are tending more towards these platforms. The products were also being designed with new and innovative ideas and technologies which make them more relatable to promote on the promotional mediums.

Maintaining integrity is an essential component of a brand. Integrity is presented in three forms, namely 'customer integrity (CI)' that highlights the fact that the brand/product is aligned to the security and protection

of consumer data, oriented to the current times, and lastly the best raw materials are used in the production of the product/services by means of checking the quality of the process as well as the raw materials. It is very obvious that a brand that is customer centric should provide good feedback in making a sustainable brand for the future. The soft-black campaigns, negative publicity, distasteful advertising, and marketing methods such as comparing the brand with other competitors in the market, displaying negatively about other brand products, etc. do not have any major impact on the selling of a product/service of the brand. The idea of moral ethics, business ethics, customer integrity, brand integrity, consistency, etc. makes a sustainable brand that will sustain itself in the future for a long. The Reebok products have likewise displayed good ethics, and consistency and had developed product differentiation in terms of design, value, theme, and worth when competing with the contending brands.

Foroudi research in 2019, expressed the absence of brand awareness impact on brand reputation. In line with this, it is also taken into assumption that reputation takes a very long time to form. Brand reputation is highly associated with how the product is satisfying the needs and wants of the customer. Consumer satisfaction will improve brand reputation which will undoubtedly affect Brand loyalty. Customer dissatisfaction will disrepute the brand and the brand will lose loyalty from its customers. Thus, the study adds to literacy in the subject of marketing regarding the building up of a brand. Brand sustainably which is a major issue in the future can only be achieved in the future if brands emphasize brand reputation, brand integrity truly on high moral and ethical grounds, maintaining customer integrity, etc.

Theoretical implications: The study observed and evaluated original variables like BI with dimensions of ethics, CI, and consistency as well as BV with aspects of RA and WM which are highly reliable to test. The BV and BI variables complement various theory elements of literature on brand management.

Managerial implications:

- It provides guidelines for better managerial decisions.
- Maintaining integrity can positively shape and improve the reputation of a brand.
- Brand strengths and weaknesses can be understood.
- Making a sustainable brand.

Conclusion

In today's cut-throat competition it becomes difficult for firms to always add new features or come up with creative ideas to be at a competitive edge over other firms. Under such prevailing conditions, 'Brand' plays a crucial role. This study laid an understanding of how can brand performance be improved. Consumers consider a brand more than just a sign or symbol. They see the brand as a value, a trustworthy object. It allows consumers to differentiate their products from other similar products. The study showed the engagement of

marketing concepts and marketing strategies like Wine marketing, and repetitive advertising in representing the brand management concept. These strategies and marketing elements are combined in various ways to get appropriate results.

This study presented that brand performance is dependent on various dimensions. It cannot be just measured by brand attitude developed through brand awareness. The application of integrated marketing strategies and high brand visibility is needed for the improvement of brand performance. In addition to this, the brand integrity of a brand should be maintained. The components of brand integrity like consumer insight, ethical conduct, brand consistency, etc. should be taken care. This creates a positive attitude and reputation in the mind of consumers toward the brand. Business firms should take strong steps in building good integrity of their brand. Further, the study reflected a very essential component of brand management that assist in achieving the sustainability of the brand. Dimensions like Brand Integrity, Brand Visibility, and Brand Reputation are the domains that help in the sustainability of the brand. Thus, business firms as a whole should not take brand management as a concept dependent on certain variables but should look upon all variables that assist in improving the performance of the brand in the long run adding a competitive edge and higher reliability for their customers as the customers are the ultimate judge.

Limitations and Future Scope

This study on brand management does provide an idea to improve brand performance and make it sustainable. Since the study was carried out only in one firm set of products (Reebok products) therefore can be generalized with specific modifications to all product & service categories. Secondly, since the study was limited to only Kolkata, India thus the results may slightly vary while looking from the entire country's perspective in the single study. However, the present study makes a sincere attempt in bringing a fair picture of the variables that influence the brand performance and hence assist in its sustainability. Future research on this study may consider samples in other categories of products & services. This would bring universality if the concept applies to almost all categories of products & services. The future scope could also be in increasing the geographical dimensions of the sample size. It should involve the participation of people from more than 3-4 states. This would allow the understanding of people's choice of brand within different regions. It would provide managerial implications for the firms as firms can make adjustments based on the needs and wants of different regions. Future studies could also be on adding new variables to the brand literature that would bring deep insight into brand management and modern marketing science.

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