

Managing Brand Equity: Capitalizing on the Value of a Brand Name

David A. Aaker, *The Free Press, New York (1991)*

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Aaker has written a very readable guide to managing brand equity. He defines brand equity as, "a set of assets such as name awareness, loyal customers, perceived quality, and associations that are linked to the brand (its name or symbol) and add (or subtract) value to the product or service being offered."

Relevant case studies open each chapter, giving the reader a context in which the discussion can be applied. Easy-to-understand graphics and interesting reprints of familiar advertising supplement the informative text. The primary weaknesses of the book are the lack of explicit equity-building research findings and a plan of action. Also missing is a comparison of brand-association measurement methods for the brand equity manager.

In the Preface, Aaker outlines the current interest in brand equity among marketing professionals. Firms have demonstrated the value of brands by purchasing existing brands instead of developing costly new brands. Increasing price competition has sparked an interest in differentiating products by brand. Brand extensions are an important avenue for new product development. Research is concentrating on the effects of product changes and extensions on brand equity through new product introduction.

In light of these issues, Aaker wrote the book for managers with responsibility for brand equity. Aaker demonstrates the value of proper management. Research findings are presented and techniques for proper brand equity management are offered. Finally, Aaker provides a section of thoughtful "questions to consider" for equity managers at the end of each chapter.

In Chapter 1 (33 pages), Aaker defines brand equity, the categories of brand assets or liabilities, and equity management issues. Procter and Gamble's Ivory soap is offered as an effective illustration of the importance of consistency in creating brand equity. The importance of measuring brand equity is demonstrated, but not specifically emphasized, through Aaker's Exhibit, *Indicators of an Underemphasis on Brand Building* (p. 9).

Aaker presents interesting information on differences in brand loyalty by product category in Chapter 1. The product

category discussion would provide a better introduction to the brand loyalty chapter. A discussion of sales promotions also seems out of place in Chapter 1. The categories of brand assets and liabilities are well presented in Figure 1-3 (p. 17). Again, the importance of regular measurement of brand asset and liability characteristics is not emphasized. Overall, Aaker does a thorough job of explaining methods for assigning value to brand equity. However, conjoint analysis received a light treatment as a tool for the assignment of value to brand equity.

The importance of brand loyalty in the brand equity equation is illustrated by the case of MicroPro at the beginning of Chapter 2 (22 pages). Aaker describes brand loyalty with an easily understood pyramid of loyalty levels. Numerous methods of measuring brand loyalty are offered for consideration, but little qualitative information is presented. A study on effectiveness in measuring loyalty in relation to actual buying habits would be a useful reference. Aaker is thorough in discussing the value of brand loyalty. The most useful section in the chapter is summarized with Figure 2-4. Aaker offers the manager tips on creating brand loyalty. Although the tips are obvious at first reading, the basic principles of customer satisfaction are often under-utilized in American business.

Chapter 3 (20 pages) discusses brand awareness as a factor in the development of brand equity. Aaker uses a pyramid to illustrate the levels of brand awareness, properly highlighting the importance of top-of-mind product recognition. A useful experiment description supports the recall of top-of-mind products by "priming" subjects with related products. One of the most interesting tables in the book is Table 3-4 (p. 71). Derived from research by Thomas S. Wurster, the power of brand awareness over time is demonstrated in the table by comparing top-of-mind brand awareness in 1925 versus 1985. Aaker then offers nine considerations in creating brand awareness. The suggestions are practical for use by brand equity managers in creating brand awareness.

Chapter 4 (25 pages) suggests the importance of perceived quality in the brand equity formula through a review of Schlitz beer's loss of market share from 1974-1988. Of importance is the inability of a product to recover from the perception that quality is poor, particularly over a long period of time. Aaker goes on to justify the importance of maintaining the perception of quality by presenting values associated with product quality. Aaker offers dimensions of quality in prod-

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