Received 1 June 2022
Revised 10 November 2022
Accepted 19 February 2023

Brand equity chain and brand equity measurement approaches

Marta Olivia Rovedder de Oliveira
Universidade Federal de Santa Maria, Santa Maria, Brazil
Rodrigo Heldt
Pontifícia Universidade Católica do Rio Grande do Sul, Porto Alegre, Brazil and Universidade Federal do Rio Grande do Sul, Porto Alegre, Brazil, and
Cleo Schmitt Silveira and Fernando Bins Luce
Universidade Federal do Rio Grande do Sul, Porto Alegre, Brazil

Abstract

Purpose – Although brand equity (BE) is a widely accepted concept, its definition is still elusive, and researchers have not reached a consensus about which measures provide the best estimates of this complex and multi-faceted construct. Hence, the authors propose a BE chain that incorporates consumer-based BE (CBBE) and firm-based BE (FBBE) measurement approaches, advocating in favor of a holistic approach and encouraging theoretical and empirical studies that assess the BE chain.

Design/methodology/approach – The methodology entailed an extensive literature review on the subject. The authors included many different sources and the most accepted ones for measuring CBBE and FBBE.

Findings – The authors present 10 propositions to build the BE chain, encompassing the different approaches of BE and including its antecedents and consequences.

Originality/value – Conceptualizing BE is a complex problem given the different viewpoints describing several aspects of this intangible marketing asset. Thus, this study aims to foster discussions about such viewpoints and provide a framework to support the sedimentation of BE conceptualization.

Keywords Consumer-based brand equity, Firm-based brand equity, Financial-based brand equity, Systematic review

Paper type Literature review

1. Introduction

Brand equity (BE) is an important asset for most companies (Srivastava *et al.*, 1998; Rust *et al.*, 2004; Slotegraaf and Pauwels, 2006; Ishaq and Di Maria, 2020). Although there is a broad consensus among academics and marketing practitioners about the importance of brands (e.g. Baldauf *et al.*, 2003; Bendixen *et al.*, 2004; Datta *et al.*, 2017; Keller and Lehmann, 2006; Oliveira *et al.*, 2015; Ishaq and Di Maria, 2020) and a substantial number of BE studies and models (Leone *et al.*, 2006), there are still gaps in BE literature (Chatzipanagiotou *et al.*, 2019).

The definition and the meaning of BE have various perspectives and different purposes (Keller, 1993; Wood, 2000; Chi *et al.*, 2020), but no common viewpoint has emerged (Chatzipanagiotou *et al.*, 2019; Christodoulides and De Chernatony, 2010; Datta *et al.*, 2017; Chi *et al.*, 2020; Raggio and Leone, 2007). There is no complete consensus about BE terminology (Oliveira *et al.*, 2015; Veloutsou *et al.*, 2020) and little agreement on the dimensions that capture BE (Veloutsou *et al.*, 2013, 2020).

Consequently, most BE models lack a rigorous theoretical base (Raggio and Leone, 2007) and fail "to provide a more holistic view of the CBBE formation process" (Chatzipanagiotou *et al.*, 2019, p. 328-329). Besides scholars, agencies report different BE valuations for major firms worldwide (Ding *et al.*, 2020). Basically, "there is no universally accepted way to measure BE" (MASB, 2018).

Based on the preceding discussion, we review prior research about BE to offer some contributions. First, we reflect the various perspectives on this construct, by addressing questions of terminology, components and the existing measurement approaches to

Marketing Intelligence & Planning
Vol. 41 No. 4, 2023
pp. 442-456

0263-4503
DOI 10.1108/MIP-06-2022-0222

determine the most established conceptual foundations for the development of holistic BE models. Moreover, we propose a BE chain from a holistic perspective that incorporates Consumer-Based Brand Equity (CBBE) and Firm or Financial-Based Brand Equity (FBBE) measurement approaches.

Although Keller and Lehmann (2006) have already proposed a brand value chain (BEC), BE literature is still fragmented and inconclusive about the theoretical foundations, sources and measures (Chatzipanagiotou *et al.*, 2019; Christodoulides and De Chernatony, 2010; Davcik *et al.*, 2015). Hence, more theoretical studies and systematic literature reviews are needed to offer a broader BEC, which could incorporate different views of BE. Therefore, a key purpose of this review and the proposed framework is to provide directions for future research on BE, as well as to encourage theoretical and empirical studies that assess its chain.

The article is organized as follows: the methodology is in the next section. Section 3 presents concepts, terminology, sources and measurement approaches of BE. In section 4, we propose a BEC – antecedents, different perspectives and outcomes. Finally, we provide the conclusions and outline future directions for research.

2. Method

We carried out a hybrid systematic literature review, by reviewing prior literature to develop a framework (a more holistic BE chain) that could inspire a research agenda for the future. Our starting point was an analysis of seminal studies and frameworks/chains of BE (i.e. Aaker, 1991; Keller, 2003; Keller and Lehmann, 2006). In 2021, using well-established procedures presented in review articles (e.g. Paul and Feliciano-Cestero, 2021; Kumar *et al.*, 2019), we conducted a search on Scopus, Web of Science and Google Scholar, using the keyword: "brand equity". We found 2.649 papers on Web of Science, 2.768 papers on Scopus and approximately 227.000 results on Google Scholar, demonstrating the relevance of this subject. Hence, we decide to narrow our procedures.

We then focused our research on BE articles published in journals included in the Social Sciences Citation Index (SSCI), Science Citation Index Expanded (SCI-EXPANDED) and Emerging Sources Citation Index (ESCI). Next, we restricted our review to academic articles published in English, without limitation on publication year, that mentioned the term "brand equity" in the title, abstract or keywords list, which yielded 1.612 articles. Table 1 shows the papers with more than 500 citations.

	Citations	Authors	Article title	Source title
1	1,124	Yoo *et al.* (2000)	An examination of selected marketing mix elements and brand equity	*Journal of The Academy of Marketing Science*
2	1,047	Aaker (1996a)	Measuring brand equity across products and markets	*California Management Review*
3	1,031	Yoo and Donthu (2001)	Developing and validating a multidimensional consumer-based brand equity scale	*Journal of Business Research*
4	760	Park *et al.* (2010)	Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers	*Journal of Marketing*
5	702	Berry (2000)	Cultivating service brand equity	*Journal of The Academy of Marketing Science*
6	575	Kim and Ko (2012)	Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand	*Journal of Business Research*
7	518	Simon and Sullivan (1993)	The measurement and determinants of brand equity-a financial approach	*Marketing Science*

Source(s): Elaborated by the authors

Table 1. Most cited articles and authors on brand equity (Web-of-Science, 2021)

Then, we refined our search again, excluding papers where BE appeared just in the abstract, but was not the main focus of study. Thus, we searched for the term "brand equity" just in the title or keywords list. We found 846 articles. To ascertain which papers were the most influential, we focused on articles published in journals with the highest H index according to Scimago Journal and Country Rank (SJR) in the Marketing category: Journal of Marketing, Journal of Business Research, Journal of Consumer Research, Journal of Marketing Research and Journal of the Academy of Marketing Science. We have also included papers listed in Table 1. Our final sample accomplishes 120 articles.

After collecting all the papers, our review focused on empirical papers that clearly presented the estimation process of BE or those in which it was possible to identify BE components. We also focused on papers that dealt with consumers/clients and their impacts on the company and shareholders. It was not considered necessary for the paper to provide a detailed account of consumer-firm relations, but at least to study the phenomenon in some way.

3. Brand equity perspectives

Although the exact origins of the term BE are unclear, it has been traced back to the mid-1980s (Feldwick, 1996; Brodie *et al.*, 2002). The term BE, as well as the concepts of brand value and added value, rapidly acquired multiple meanings (Wood, 2000) and can be seen through a variety of perspectives (Keller, 1993).

Researchers, such as Lassar *et al.* (1995), Simon and Sullivan (1993) and Farquhar (1989), agree that BE is everything that a brand has, tangible and intangible, that contributes to the sustained growth of profits. However, as Table 2 shows, there is no total consensus on the definition since there are different perceptions about BE.

Table 2. Selected brand equity definitions

Brand equity definitions	Studies
"Brand equity is the "added value" with which a brand endows a product; this added vaiue can be viewed from the perspective of the firm, the trade, or the consumer."	Farquhar (1989)
"Brand equity is a set of assets and liabilities linked to a brand, its name and symbol, that add or subtract from the value provided by a product or service to a company and/or to that firm's customers."	Aaker (1991)
"Brand equity subsumes brand strength and brand value. Brand strength is the set of associations and behavior of consumers, distributors and corporate owner of the brand allowing the brand to enjoy sustainable competitive advantages. Brand value is the net financial result of the ability of management to leverage the strength of the brand through tactical and strategic actions in support of current and future profits to reduce risks."	Srivastava and Shocker (1991)
"Measurable financial value of transactions accumulated on the product or service due to successful programs and activities."	Smith (1991)
"Value related to a product by consumer associations and perceptions of a particular brand."	Winters (1991)
"Incremental cash flows that accrue to branded products over unbranded products."	Simon and Sullivan (1993)
"Additional value that lies beyond its physical assets. This value comes from the position that the company has in the market, compared to that obtained in the absence of the brand."	Dimitriadis (1994)
"Increase in the perceived usefulness and level of attractiveness that a brand gives to a product."	Lassar *et al.* (1995)
"The differential effect that brand knowledge has on customer response to the marketing of that brand."	Keller (1998)
"The set of associations and behaviors on the part of the brand's customers. . . That permits the brand to earn greater volume or greater margins than it could without the brand name."	Keller (2002)

Source(s): Adapted from Keller (1998)

Some perspectives that are more financial related, where BE is seen as giving good financial results (Srivastava and Shocker, 1991), as a measurable financial value of a transaction (Smith, 1991), as the incremental cash flow or market position the brand provides compared to the offer of those companies without brands (Simon and Sullivan, 1993; Dimitriadis, 1994), among others.

Some definitions, such as that of Lassar *et al.* (1995) and Keller (1998) are centered on the consumer's perspective, focusing on their associations, perceptions, loyalty and evaluations of the brand's usefulness. Others, such as the definition of Keller (2002), relate consumers' associations, perceptions and behavior with the performance of the company (e.g. through sales volume, higher margins, higher profits and competitive advantages). Moreover, the concept of BE has been discussed in the finance, accounting and marketing literature (Wood, 2000), providing different views on the subject. In this review, we focus just on marketing literature.

Some previous studies – e.g. Keller and Lehmann (2006), Kapferer (2004), Feldwick (1996), Raggio and Leone (2007, 2009) – offered classifications for BE, as can be seen in Table 3.

Overall, the literature provides enough evidence for grouping extant theories into two main views on BE: one based on the consumer-the value based on a consumer's perceptions, memories, associations, feelings, etc. About the brand, called CBBE; another in the firm or financial view-the monetary value that the brand creates for the firm, called FBBE. Therefore, we propose that CBBE and FBBE are different, albeit related concepts. The need for a regular and consistent use of terminology is essential for scientific research (Stern, 2006). Thus, in the following sections, we explain these two distinct concepts in more detail.

3.1 CBBE: consumer perceptions, feelings and attitudes toward the brand

Although there are different perspectives and terminologies in the marketing literature, Veloutsou *et al.* (2020) affirm that the most widely used indicator of BE is CBBE. From the viewpoint of the customer, BE is part of the attraction or repulsion to a product of a particular brand (Aaker, 1996a). Keller and Lehmann (2006, p. 14) hold that "BE is derived from the words and actions of consumers".

Authors	Brand equity/value classification
Feldwick (1996)	*Brand value or brand valuation* *Brand equity:* brand strength brand description
Kapferer (2004)	Brand assets Brand equity
Datta *et al.* (2017)	Consumer-based brand equity (CBBE) Sales-based brand equity (SBBE) (choice or share in the market place)
Keller and Lehmann (2006)	Customer-based brand equity Company-based brand equity Financial-based brand equity
Ailawadi *et al.* (2003)	Customer mind-set Product-market Financial-market
Raggio and Leone (2007, 2009)	Brand equity Brand value
Christodoulides and Chernatony (2010), Hsieh (2004), Tong and Waley (2009), Pappu *et al.* (2005)	Firm-based brand equity (FBBE) Consumer-based brand equity (CBBE)

Source(s): Elaborated by the authors

Table 3. Brand equity classifications

There are two basic approaches to measure CBBE: the indirect approach and the direct approach (Hsieh, 2004; Keller, 1998; Christodoulides and De Chernatony, 2010). Under the indirect approach, researchers try to identify and understand the sources of CBBE (Christodoulides and De Chernatony, 2010; Hsieh, 2004; Keller, 1993; Leone *et al.*, 2006; Tong and Hawley, 2009; Yoo and Donthu, 2001).

The indirect approach is the origin of the BE estimation process, which involves the set of memory-based associations of a particular brand in the minds of consumers (Keller, 2003). Since CBBE is a multidimensional concept and a complex phenomenon, the indirect approach of CBBE usually involves collecting data on consumer mindset dimensions, such as perceptions, feelings, positive impressions, awareness, associations and loyalty toward the brand (Aaker, 1991; Ailawadi *et al.*, 2003; Kartono and Rao, 2005). The advantage of an indirect measure is that it assesses many sources of BE, offering diagnostic ability and helping the prediction of brand's potential (Ailawadi *et al.*, 2003).

However, the indirect approach is not easy to compute and does not provide a single and objective measure of brand performance. Moreover, there is no general agreement in the marketing literature concerning the nature of CBBE dimensions (Netemeyer *et al.*, 2004). Ishaq and Di Maria (2020) searched papers on ISI Web of Knowledge and Scopus and found 25 different dimensions of CBBE. In our systematic review, we have found 62 dimensions of CBBE. Table 4 (Panel A) shows the most frequently observed dimensions used in the marketing literature to indirectly estimate CBBE.

The direct approach focuses on consumer responses to different elements of the company's marketing program, such as brand preferences and utilities, aiming to capture consumers' choices toward brands (Christoulides and De Chernatony, 2010; Park and Srinivasan, 1994; Kamakura and Russell, 1993). In our systematic review, the most frequently observed direct measures of CBBE are: brand specific effect (utility), brand intangible value (utility), brand tangible value (utility), attribute-based BE and non-attribute-based BE (see Table 4, Panel B).

Regarding the indirect approach, there is not a consensus about CBBE dimensions. In some papers adopting the indirect approach, there was only one dimension used, usually overall BE, while others used up to fifteen (15) dimensions. Although there is not a general agreement among researchers about CBBE dimensions, our review shows that the CBBE dimensions theoretically proposed by Aaker, first empirically tested by Yoo *et al.* (2000), are the most frequently used in empirical studies: brand loyalty, perceived quality, brand awareness and brand associations. From 120 approaches observed in our review, 74 studies used the indirect approach to estimate BE. Hence, the indirect approach is the most frequently used BE estimation process.

Neither the indirect nor the direct approach are complete BE measures, but they are important sources to better understand the consumer mindset in order to estimate BE more completely. However, they are not appealing for financial valuation purposes, which is one of the requirements of shareholders.

3.2 FBBE: firm-based brand equity

FBBE focuses on a brand's financial performance and on the value of a brand to the firm. It aims to provide a monetary estimation of BE, measuring the added value in terms of future cash flows, price, revenue, market share, or similar financial or market-outcome measures at the firm-level (Sriram *et al.*, 2007). The brand here represents an asset, which can be purchased or sold at a certain value. Indeed, there are many reasons to view brands as such: to set a price when the brand is sold (Feldwick, 1996); to be seen as an asset that needs to be managed (Morgan, 2000); and to include the brand as an intangible asset on the company's balance sheet (Feldwick, 1996). Two approaches to measure FBBE may be observed: the product-market approach and the financial-market approach.

Measure	Study example
Panel A. CBBE indirect approach – 10 most observed measures	
Perceived Quality	Yoo and Donthu (2001), Çifci *et al.* (2016)
Brand awareness	Yoo and Donthu (2001), Çifci *et al.* (2016)
Brand Loyalty	Yoo and Donthu (2001), Çifci *et al.* (2016)
Brand Associations	Yoo and Donthu (2001), Çifci *et al.* (2016)
Relevance	Stahl *et al.* (2012), Heitmann *et al.* (2020)
Brand image	Martinez *et al.* (2009), Godey *et al.* (2016)
Knowledge	Stahl *et al.* (2012), Heitmann *et al.* (2020)
Esteem	Stahl *et al.* (2012), Heitmann *et al.* (2020)
Differentiation/Energized Differentiation	Stahl *et al.* (2012), Heitmann *et al.* (2020)
Purchase intent	Netemeyer *et al.* (2004), Foroudi *et al.* (2018)
Panel B. CBBE Direct Approach – most observed measures	
Brand specific effect (utility)	Kamakura and Russell (1993), Sriram *et al.* (2007), Datta *et al.* (2017)
Brand intangible value (utility), brand tangible value (utility)	Kamakura and Russell (1993)
Attribute-based brand equity and Non-attribute-based brand equity	Park and Srinivasan (1994)
Panel C. FBBE Product-Market Approach	
Price premium	Huang and Sarigöllü (2012), Lehmann and Srinivasan (2014)
Revenue/Sales	Lehmann and Srinivasan (2014), Zhao *et al.* (2020)
Incremental cash flow	Ferjani *et al.* (2009)
Revenue premium	Ailawadi *et al.* (2003), Huang and Sarigöllü (2012), Lehmann and Srinivasan (2014)
Volume premium	Huang and Sarigöllü (2012), Lehmann and Srinivasan (2014)
Panel D. FBBE Financial-Market Approach	
Proportion of the firm's replacement value	Simon and Sullivan (1993)
Dollar value of the acquired firm's brand portfolios in mergers and acquisitions	Bahadir *et al.* (2008)
Effect on abnormal stock return	Mizik (2014)

Source(s): Elaborated by the authors

Table 4.
CBBE and FBBE measures

The product-market approach to measuring FBBE considers that the effect of building BE should be reflected in the brand's performance in the marketplace (Ailawadi *et al.*, 2003). It generally involves the use of observed market data to assess the brand's financial value to the firm. The market can be a geographical or physical product market, where branded product performance measures in the market, such as market share or profit, can be used (Kartono and Rao, 2005). Under this perspective, according to Haigh (1999), equity in the context of brands is essentially a financial concept: it is the bottom line, the specific dollar worth of a product or service, beyond its physical and delivery costs, that is achieved through the impact of its branding. It is essential for brands to yield financial benefits to derive high levels of equity (Kapferer, 2004). The ISO 10668 - Brand valuation (ISO 10668 (2010)), for instance, indicates several measures of the product-approach to BE such as incremental cash flow, price premium and volume premium.

In turn, the financial-market approach considers brand performance measures in the financial market such as the firm's stock price or other financial variables to assess the brand's value (Kartono and Rao, 2005). "From a financial market point of view, brands are assets which, like plants and equipment, can be, and frequently are, bought and sold" (Keller and Lehmann, 2006). It entails, for instance, valuing FBBE as the proportion of the firm's replacement value (Simon and Sullivan, 1993) or the proportion of the transaction value that may be attributed to the brand in mergers and acquisitions (M&As) (Bahadir *et al.*, 2008). Finally, the ISO 10668 - Brand valuation (ISO 10668 (2010)) also establishes that BE may be measured based on the price paid in the market for other brands that can be considered reasonably similar to the brand being evaluated.

In Table 4, we present relevant studies adopting the product-market (Panel C) and financial market (Panel D) approaches of FBBE. Our systematic review shows that the most common measures are: price premium, revenues/sales, incremental cash flow, revenue premium and volume premium.

One of the most frequently used measures of BE is incremental cash flow from associating the brand with a product when compared to an unbranded or private labeled product (e.g. Ferjani *et al.*, 2009). Also using the comparison between branded and unbranded or private labeled products, other studies measured BE using price premium, revenue premium or volume premium (Ailawadi *et al.*, 2003; Huang and Sarigöllü, 2012; Lehmann and Srinivasan, 2014). Finally, (Lehmann and Srinivasan, 2014) and Zhao *et al.* (2020) adopted brand revenue as a measure of BE.

Yet Simon and Sullivan (1993) proposed a method to estimate BE based on the financial-market value of the firm, calculated as a percentage of the firm's asset replacement value (the intangible value). Likewise, Mizik (2014) measured the financial-market approach using the effect on abnormal stock return. Adopting a different method to measure BE, Bahadir *et al.* (2008) used information of mergers and acquisition events to measure BE as the dollar value of the acquired firm's brand portfolios.

The product-market and financial-market approaches are relevant means of measuring BE having the advantage of quantifying the incremental benefit imputable to the brand name by analyzing the outcomes of developing and using a certain brand. On the other hand, the main disadvantage of only taking the outcomes into account to evaluate BE is that they do not provide an explanation of the sources of BE, giving them limited diagnostic ability.

3.3 Holistic assessment of brand equity – CBBE and FBBE

CBBE models do not provide a monetary estimation of BE, whereas many FBBE models do not take consumer perceptions into account. Nevertheless, there is no perfect BE measure or model (Ailawadi *et al.*, 2003). CBBE and FBBE offer different but complementary approaches of BE, and both are valuable in BE management (Sriram *et al.*, 2007). Although firm and customer perspectives are usually treated separately, there is a general consensus that a brand's financial performance in the marketplace is influenced by consumer perceptions, behavioral intentions and attitudes toward the brand (Kartono and Rao, 2005).

Therefore, some authors proposed to combine both perspectives in the same BE measurement model, capturing consumer perceptions about the brand as well as delivering a monetary estimation (e.g. Cowan and Guzman, 2020; Oliveira *et al.*, 2015; Burmann *et al.*, 2009; Ferjani *et al.*, 2009). Table 5 shows some holistic studies.

In summary, this systematic review confirms the lack of agreement on measuring BE. Though CBBE and FBBE are better represented interrelated as in the BEC proposed by Keller and Lehmann (2003), a great deal of research on the topic chooses one or another, considering it to be sufficient to measure BE. Furthermore, it is noteworthy that the authors who develop models of FBBE, especially those based on discounted cash flows, usually do not aim to disaggregate the monetary value of the brand per customer. On the other hand, research focused on CBBE usually does not offer an aggregate monetary estimation.

Study	CBBE measures	FBBE measures
Burmann *et al.* (2009)	Preference-oriented measures: brand sympathy and brand trust Benefit-oriented measures: brand benefit uniqueness, perceived brand quality and brand benefit clarity; Knowledge-oriented measures: brand awareness	Financial brand equity, potential brand equity
Ferjani *et al.* (2009)	Brand utility	Incremental profitability
Oliveira *et al.* (2015)	Brand awareness, brand loyalty, perceived brand quality, perceived brand value, brand personality, organizational associations, inertia	Estimated future cash flows for each customer based on the average customer spending per brand in the market

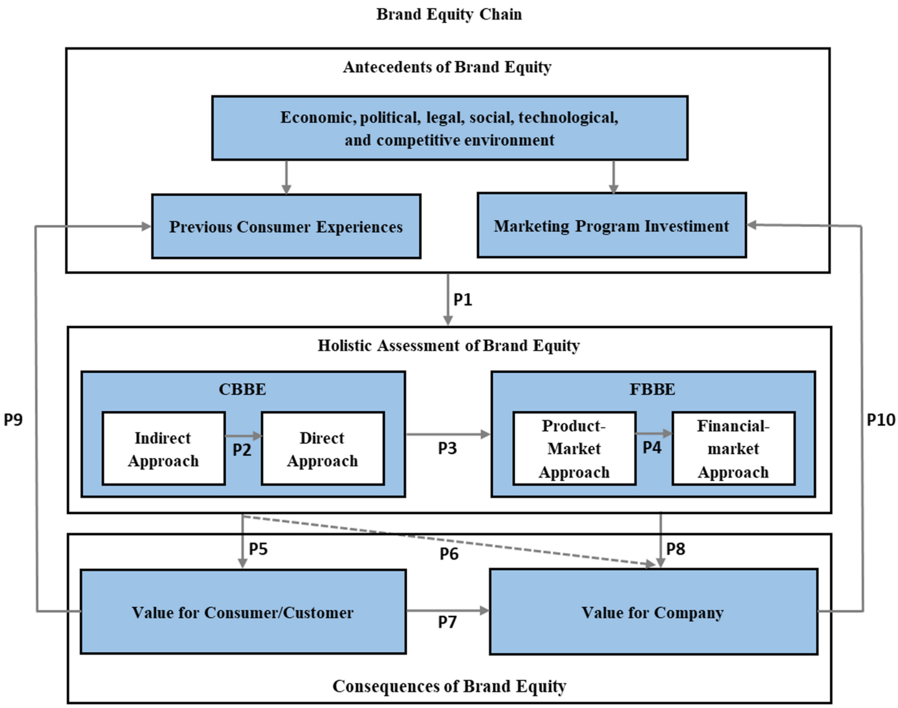
Source(s): Elaborated by the authors

Table 5. Holistic measures of brand equity – CBBE and FBBE

4. Proposition of a brand equity chain (BEC)

In this section we develop a BEC using a holistic approach that encompasses consumer/customer and firm perspectives. Figure 1 shows ten propositions that structure the BE chain.

Proposition 1. Previous consumer experiences and marketing program investments affect BE. Personal experiences help to determine what a consumer thinks



Source(s): Elaborated by the authors

Figure 1. Brand equity chain

about a brand (Keller and Lehmann, 2006). BE creation begins when the firm decides to invest in a marketing program to develop a brand aiming to reach existing and potential customers (Keller and Lehmann, 2006). Marketing mix elements are key variables in building BE (Buil *et al.*, 2008; Yoo *et al.*, 2000). A marketing program involves marketing activities such as product research and development, brand design, advertising, promotion, sponsorship, sales, publicity and public relations. Once this program has been implemented, it influences the customer's mindset related to the brand (thoughts, feelings, experiences, images, perceptions, beliefs and attitudes, etc.).

Proposition 2. the sources of indirect CBBE are antecedents of the sources of direct CBBE. In accordance with previous literature (e.g. Ishaq and Di Maria, 2020; Chernatony and De Christodoulides, 2010), this systematic review showed two different ways to operationalize CBBE: an indirect approach, that uses demonstrable dimensions (reflecting consumers' perceptions, thoughts, feelings, beliefs); a direct approach, that measures BE directly through brand utilities or consumer preferences. To measure CBBE, Kamakura and Russell (1993) assumed that consumers make their actual choices based on their brand preferences, which in turn are based on brand perceptions and their motivations.

Proposition 3. CBBE is an antecedent of FBBE. BE moderates the impact of marketing activities on consumer actions and contributes to FBBE (Raggio and Leone, 2007). Rego *et al.* (2009) assumed that any brand vision is, ultimately, a function of the value that the brand delivers to its customers. Hence, we consider CBBE as an antecedent of FBBE. Consumer preference and purchase intent help to increase market share (Agarwal and Rao, 1996), leverage sales and profitability (Aaker, 1991, 1996a,b; Kapferer, 2004; Bendixen *et al.*, 2004) and improve financial-market performance (Madden *et al.*, 2006; Oliveira *et al.*, 2018; Shankar *et al.*, 2007).

Proposition 4. The product-market approach is an antecedent of the financial-market approach. To improve the financial-market performance of a brand, a firm needs to increase its revenues, profitability, market share and cash flow, etc.

Proposition 5. CBBE affects value for consumers/customers. Much of the research on BE mentions that when a brand is seen as valuable, consumers have stronger and more favorable associations with it, as well as greater familiarity with it (Keller, 2003; Slotegraaf and Pauwels, 2006). Brands facilitate the customer/consumer's information processing and interpretation, create trust to make purchases and provide satisfaction of use (Aaker, 1991, 1996b). Brands are also seen as adding value, to the extent that they socially qualify the buyer (Kapferer, 2004).

Propositions 6 and 7. CBBE and value for consumers/customers affect companies' value. In addition to provide value for customers, Aaker (1991, 1996b), Keller (2003) and Chernatony and De Christodoulides (2010) mention that brands can also provide value to businesses. When customers believe they receive value from the brand, they are more likely to respond favorably to the firm's strategies (Han *et al.*, 2017). Therefore, a company that has high CBBE will be less vulnerable to competitors' actions (Aaker, 1996b; Keller, 1998; Wood, 2000; Bendixen *et al.*, 2004).

Proposition 8. FBBE affects company value. According to Raggio and Leone (2007), FBBE provides benefits to the company from sources that are not directly related to consumers. For example, patents, trademarks (registered brand), channel relationships and talent are brand assets that contribute to FBBE but which are not derived directly from consumers, thus should not be considered a component of BE. They allow the company to eliminate or reduce competition. Moreover, FBBE can contribute value to firms through relationships with capital markets (e.g. more attractive credit terms), governmental or regulatory agencies (e.g. more attractive tax incentives) and the channel (e.g. easier access to shelf space) (Raggio and Leone, 2007).

Proposition 9. the value for consumers/customers will affect their previous experiences with the brand. These experiences are dynamic and incremental, so when additional interactions occur between brand-consumer, they may be positively or negatively modified.

Proposition 10. the value for companies will affect the available resources to invest in marketing programs, by allowing improvements in the efficiency and effectiveness of marketing programs (Aaker, 1991, 1996b; Crawford and Benedetto, 2006), facilitating acceptability of the company's communications (Bendixen *et al.*, 2004) and making advertising and other methods of promotion more efficient (Crawford and Benedetto, 2006).

5. Conclusion

In this systematic review, we identified that BE is still considered a key issue in marketing, by the number of papers published in high impact journals. However, this review has also shown that more than 4 decades after the seminal studies, there is still no consensus about definitions, terminologies and the best measures to capture this complex and multi-faceted construct (Buil *et al.*, 2008; Raggio and Leone, 2007; Veloutsou *et al.*, 2020). Conceptualizing BE is a problem because there are various viewpoints describing different aspects of this complex and intangible marketing asset (Ambler, 2003; Christodoulides and De Chernatony, 2010; Ishaq and Di Maria, 2020).

In this context, we hope to have provided a theoretical basis, contributing to a better understanding of BE. We have also proposed a chain, encompassing the different approaches of BE. For future research on BE, we argue for the need to distinguish between CBBE and FBBE, which, although related, are distinct concepts. CBBE is based on the consumer's perspective, whereas FBBE has a financial base, showing the brand's monetary value. Depending on the context, we argued that FBBE could be estimated by two different approaches: product-market and financial-market. Yet CBBE can be measured using indirect and direct approaches.

Although there is no agreement as to the most appropriate way to measure CBBE, Aaker's model first tested by Yoo *et al.* (2000) presents the most well-accepted indirect measures according to our systemic review. However, the specific context may influence the definition of CBBE. For example, uniqueness is an important dimension for luxury brands, service quality (physical quality and staff behavior) could be relevant for hotel brands and country-of-origin could be sources of industrial brand equity in B2B markets. Hence, marketing should first analyze the industry and consumers' context to define the best measurement procedures. Future studies could compare different CBBE models in different contexts.

Besides using CBBE and FBBE separately, we also identified a holistic approach to assess BE. This approach should be further explored in future research. There are several paths to enhance this holistic assessment, such as understanding how consumer mindset metrics influence a brand's financial performance; proposing suitable methods to link CBBE as an antecedent of FBBE; using only secondary data sources to allow a longitudinal BE measurement (e.g. data from social media to measure CBBE and data on brand's and competitors' prices to measure FBBE); and investigating whether a holistic approach could lead to a better assessment of the relationship between BE and value for the company, highlighted in the propositions 6, 7 and 8 of the proposed BE chain.

Furthermore, there is a close relationship between BE and its antecedents and consequences. Successful brands will probably experience a virtuous cycle of value, while unsuccessful brands will experience a vicious one: good/bad experiences lead to positive/negative perceptions, positive/negative preferences, more/fewer purchases, more/less value for customers and the firm, thus leading to a good/bad set of experiences and more/less marketing program investments. Empirical research could address this feedback loop to evaluate the effect of good/bad value for customers and the firm (established through previous experiences/investments) on future consumer experiences and marketing program investments and how these constructs may, in turn, impact BE.

We hope to foster discussions about the differences in understanding BE and provide a framework for further research in order to lead to sedimentation and more theoretical and empirical evidence. A meta-analysis would be an interesting step to further evaluate BE.

References

Aaker, D.A. (1991), *Managing Brand Equity*, Free Press, New York, NY.

Aaker, D.A. (1996a), "Measuring brand equity across products and markets", *California Management Review*, Vol. 38 No. 3, pp. 102-120.

Aaker, D.A. (1996b), *Building Strong Brands*, Free Press, New York, NY.

Agarwal, M.K. and Rao, V.R. (1996), "An empirical comparison of consumer-based measures of brand equity", *Marketing Letters*, Vol. 7 No. 3, pp. 237-247.

Ailawadi, K.L., Lehmann, D.R. and Neslin, S.A. (2003), "Revenue premium as an outcome measure of brand equity", *Journal of Marketing*, Vol. 67, pp. 1-17.

Ambler, T. (2003), *Marketing And the Bottom Line: The Marketing Metrics to Pump up Cash Flow*, Prentice-Hall, Norfolk, 2.

Bahadir, S.C., Bharadwaj, S.G. and Srivastava, R.K. (2008), "Financial value of brands in mergers and acquisitions: is value in the eye of the beholder?", *Journal of Marketing*, Vol. 72 No. 6, pp. 49-64.

Baldauf, A., Cravens, K.S. and Binder, G. (2003), "Performance consequences of brand equity management: evidence from organizations in the value chain", *Journal of Product and Brand Manangement*, Vol. 12 No. 4, pp. 220-236.

Bendixen, M., Bukasa, K.A. and Abratt, R. (2004), "Brand equity in the business-to-business market", *Industrial Marketing Management*, Vol. 33, pp. 371-380.

Berry, L.L. (2000), "Cultivating service brand equity", *Journal of the Academy of Marketing Science*, Vol. 28 No. 1, pp. 128-137.

Brodie, R.J., Glynn, M.S. and Durme, J. (2002), "Towards a theory of marketing equity: integrating branding and relationship thinking with financial thinking", *Marketing Theory*, Vol. 2 No. 1, pp. 5-28.

Buil, I., Chernatony, L. and Martínez, E. (2008), "A cross-national validation of the consumer-based brand equity scale", *Journal of Product and Brand Management*, Vol. 17 No. 6, pp. 384-392.

Burmann, C., Jost-Benz, M. and Riley, N. (2009), "Towards an identity-based brand equity model", *Journal of Business Research*, Vol. 62, pp. 390-397.

Chatzipanagiotou, K., Christodoulides, G. and Veloutsou, C. (2019), "Managing the consumer-based brand equity process: a cross-cultural perspective", *International Business Review*, Vol. 28 No. 2, pp. 328-343.

Chi, H.K., Huang, K.C. and Nguyen, H.M. (2020), "Elements of destination brand equity and destination familiarity regarding travel intention", *Journal of Retailing and Consumer Services*, Vol. 52, p. 101728, doi: 10.1016/j.jretconser.2018.12.012.

Christodoulides, G. and De Chernatony, L. (2010), "Consumer-based brand equity conceptualisation and measurement: a literature review", *International Journal of Market Research*, Vol. 52 No. 1, pp. 43-66.

Çifci, S., Ekinci, Y., Whyatt, G., Japutra, A., Molinillo, S. and Siala, H. (2016), "A cross validation of Consumer-Based Brand Equity models: driving customer equity in retail brands", *Journal of Business Research*, Vol. 69 No. 9, pp. 3740-3747.

Cowan, K. and Guzman, F. (2020), "How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: an exploratory study", *Journal of Business Research*, Vol. 117, pp. 683-693.

Crawford, M. and Benedetto, A. (2006), *New Products Management*, 8th ed., McGraw-Hill, New York, NY.

Datta, H., Ailawadi, K.L. and Ver Heerde, H.J. (2017), "How well does consumer-based brand equity align with sales-based brand equity and marketing-mix response?", *Journal of Marketing*, Vol. 81 No. 3, pp. 1-20.

Davcik, N.S., Vinhas da Silva, R. and Hair, J.F. (2015), "Towards a unified theory of brand equity conceptualizations, taxonomy and avenues for future research", *Journal of Product and Brand Management*, Vol. 24 No. 1, pp. 3-17.

Dimitriadis, S. (1994), *Le Management de la Marque*, Les Éditions d'Organization, Paris.

Ding, Y., DeSarbo, W.S., Hanssens, D.M., Jedidi, K., Lynch, J.G. and Lehmann, D.R. (2020), "The past, present, and future of measurement and methods in marketing analysis", *Marketing Letters*, Vol. 31, pp. 175-186.

Farquhar, P. (1989), "Managing brand equity", *Marketing Research*, Vol. 1 No. 3, pp. 24-33.

Feldwick, P. (1996), "Do we really need "brand equity?", *The Journal of Brand Management*, Vol. 4 No. 1, pp. 9-28.

Ferjani, M., Jedidi, K. and Jagpal, S. (2009), "A conjoint approach for consumer- and firm-level brand valuation", *Journal of Marketing Research*, Vol. 46 No. 6, pp. 846-862.

Foroudi, P., Jin, Z., Gupta, S., Foroudi, M.M. and Kitchen, P. J. (2018), "Perceptional components of brand equity: configuring the symmetrical and asymmetrical paths to brand loyalty and brand purchase intention", *Journal of Business Research*, Vol. 89, pp. 462-474.

Godey, B., Manthiou, A., Pederzoli, D., Rokka, J., Aiello, G., Donvito, R. and Singh, R. (2016), "Social media marketing efforts of luxury brands: influence on brand equity and consumer behavior", *Journal of Business Research*, Vol. 69 No. 12, pp. 5833-5841.

Haigh, D. (1999), *Understanding the Financial Value of Brands*, European Association of Advertising Agencies, Brussels.

Han, K., Mittal, V. and Zhang, Y. (2017), "Relative strategic emphasis and firm-Idiosyncratic risk: the moderation role of relative performance and demand instability", *Journal of Marketing*, Vol. 81 No. 4, pp. 25-44.

Heitmann, M., Landwehr, J.R., Schreiner, T.F. and van Heerde, H.J. (2020), "Leveraging brand equity for effective visual product design", *Journal of Marketing Research*, Vol. 57 No. 2, pp. 257-277.

Hsieh, M. (2004), "Measuring global brand equity using cross–national survey data", *Journal of International Marketing*, Vol. 12 No. 2, pp. 28-57.

Huang, R. and Sarigöllü, E. (2012), "How brand awareness relates to market outcome, brand equity, and the marketing mix", *Journal of Business Research*, Vol. 65 No. 1, pp. 92-99.

ISO 10668 (2010), *International Standard ISO 10668: Brand Valuation - Requirements for Monetary Brand Valuation*, ISO Copyright Office, Geneva.

Ishaq, M.I. and Di Maria, E. (2020), "Sustainability countenance in brand equity: a critical review and future research directions", *Journal of Brand Management*, Vol. 27 No. 1, pp. 15-34.

Kamakura, W.A. and Russell, G.J. (1993), "Measuring brand value with scanner data", *International Journal of Research in Marketing*, Vol. 10 No. 1, pp. 9-22.

Kapferer, J.N. (2004), *The New Strategic Brand Management*, Kogan Page Publishers, London.

Kartono, B. and Rao, V.R. (2005), "Linking consumer-based brand equity to market performance: an integrated approach to brand equity management", ZIBS Technical Report, Emory.

Keller, K.L. (1993), "Conceptualizing, measuring, and managing customer-based brand equity", *Journal of Marketing*, Vol. 57 No. 1, pp. 1-22.

Keller, K.L. (1998), *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Prentice-Hall, NJ.

Keller, K.L. (2002), *Branding And Brand Equity, MSI Relevant Knowledge Series*, Marketing Science Institute, Cambridge, MA.

Keller, L.K. (2003), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Vol. 2, Prentice-Hall, NJ.

Keller, K.L. and Lehmann, D. (2003), "How do brands create value", *Marketing Management*, Vol. 3, pp. 27-31.

Keller, L.K. and Lehmann, D.R. (2006), "Brand and branding: research findings and future priorities", *Marketing Science*, Vol. 25 No. 6, pp. 740-759.

Kim, A. and Ko, E. (2012), "Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand", *Journal of Business Research*, Vol. 65 No. 10, pp. 1480-1486.

Kumar, A., Paul, J. and Unnithan, A. (2019), "'Masstige' marketing: a review, synthesis and research agenda", *Journal of Business Research*, Vol. 113, pp. 384-398.

Lassar, W., Mittal, B. and Sharma, A. (1995), "Measuring customer-based brand equity", *Journal of Consumer Marketing*, Vol. 12 No. 4, pp. 4-11.

Lehmann, D.R. and Srinivasan, S. (2014), "Assessing brand equity through add-on sales", *Customer Needs and Solutions*, Vol. 1 No. 1, pp. 68-76.

Leone, R.P., Rao, V.R. and Keller, K.L. (2006), "Linking brand equity to customer equity", *Journal of Service Research*, Vol. 9 No. 2, pp. 125-136.

Madden, T.J., Fehle, F. and Fournier, S. (2006), "Brands Matter: an empirical demonstration of the creation of shareholder value through brands", *Journal of the Academy of Marketing Science*, Vol. 34 No. 2, pp. 224-235.

Martinez, E., Montaner, T. and Pina, J.M. (2009), "Brand extension feedback: the role of advertising", *Journal of Business Research*, Vol. 62 No. 3, pp. 305-313.

MASB - Marketing Accountability Standards Board (2018), *Common Language Marketing Dictionary*, available at: https://marketing-dictionary.org/?s=brand+equity (accessed September 2020).

Mizik, N. (2014), "Assessing the total financial performance impact of brand equity with limited time-series data", *Journal of Marketing Research*, Vol. 51 No. 6, pp. 691-706.

Morgan, R.P. (2000), "A consumer-orientated framework of brand equity and loyalty", *International Journal of Market Research*, Vol. 42 No. 1, pp. 65-78.

Netemeyer, R.G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., Ricks, J. and Wirth, F. (2004), "Developing and validating measures of facets of customer-based brand equity", *Journal of Business Research*, Vol. 57, pp. 209-224.

Oliveira, M.O.R., Silveira, C.S. and Luce, F.B. (2015), "Brand equity estimation model", *Journal of Business Research*, Vol. 68, pp. 2560-2568.

Oliveira, M.O.R., Stefanan, A.A. and Lobler, M.L. (2018), "Brand equity, risk and return in Latin America", *Journal of Product and Brand Management*, Vol. 27 No. 5, pp. 557-572.

Pappu, R., Quester, P.G. and Cooksey, R.W. (2005), "Consumer–based brand equity: improving the measurement – empirical evidence", *Journal of Product and Brand Management*, Vol. 14 No. 3, pp. 143-154.

Park, C. W., Macinnis, D. J., Priester, J., Eisingerich, A. B. and Iacobucci, D. (2010), "Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers", *Journal of Marketing*, Vol. 74 No. 6, pp. 1-17.

Park, C.S. and Srinivasan, V. (1994), "A survey–based method for measuring and understanding brand equity and its extendibility", *Journal of Marketing Research*, Vol. 31 No. 2, pp. 271-288.

Paul, J. and Feliciano-Cestero, M.M. (2021), "Five decades of research on foreign direct investment by MNEs: an overview and research agenda", *Journal of Business Research*, Vol. 124, pp. 800-812.

Raggio, R.D. and Leone, R.P. (2007), "The theoretical separation of brand equity and brand value: managerial implications for strategic planning", *Journal of Brand Management*, Vol. 14 No. 5, pp. 380-395.

Raggio, R. and Leone, B. (2009), "Chasing brand value: fully leveraging brand equity to maximise brand value", *Journal of Brand Management*, Vol. 16, pp. 248-263.

Rego, L.L., Billet, M.T. and Morgan, N.A. (2009), "Consumer-based brand equity and firm risk", *Journal of Marketing*, Vol. 73 No. 6, pp. 47-60.

Rust, R.T., Lemon, K.N. and Zeithaml, V.A. (2004), "Return on Marketing: using customer equity to focus marketing strategy", *Journal of Marketing*, Vol. 68, pp. 109-127.

Shankar, V., Azar, P. and Fuller, M. (2007), "Bran*eqt: a model and simulator for estimating, tracking, and managing multicategory brand equity", *Marketing Science*, Vol. 27 No. 4, pp. 545-566.

Simon, C. and Sullivan, M.W. (1993), "The measurement and determinants of brand equity: a financial approach", *Marketing Science*, Vol. 12 No. 1, pp. 28-52.

Slotegraaf, R.J. and Pauwels, K. (2006), "Growing small brands: does a brand's equity and growth potential affects its long-term productivity?", *MSI Reports*, Working Paper Series, Vol. 4 Nos 06-004, pp. 6-23.

Smith, J.W. (1991), "Thinking about brand equity and the analysis of customer transactions", in Maltz, E., Editor, *Managing brand equity: a conference summary*, Marketing Science Institute, Cambridge, MA, pp. 17-18.

Sriram, S., Balachander, S. and Kalwani, M.U. (2007), "Monitoring the dynamics of brand equity using store-level data", *Journal of Marketing*, Vol. 71 No. 2, pp. 61-78.

Srivastava, R.K. and Shocker, A.D. (1991), "Brand equity: a perspective on its meaning and measurement", Technical Working Paper, Marketing Science Institute, pp. 91-124.

Srivastava, R., Shervani, T. and Fahey, L. (1998), "Market-based assets and shareholder value: a framework for analysis", *Journal of Marketing*, Vol. 62 No. 1, pp. 2-18.

Stahl, F., Heitmann, M., Lehmann, D.R. and Neslin, S.A. (2012), "The impact of brand equity on customer acquisition, retention, and profit margin", *Journal of Marketing*, Vol. 76 No. 4, pp. 44-63.

Stern, B.B. (2006), "What does brand mean? Historical-analysis method and construct definition", *Journal of the Academy of Marketing Science*, Vol. 34 No. 2, pp. 216-223.

Tong, X. and Hawley, J.M. (2009), "Measuring customer–based brand equity: empirical evidence from the sportswear market in China", *Journal of Product and Brand Management*, Vol. 18 No. 4, pp. 262-271.

Veloutsou, C., Christodoulides, G. and de Chernatony, L. (2013), "A taxonomy of measures for consumer-based brand equity: drawing on the views of managers in Europe", *Journal of Product and Brand Management*, Vol. 22 No. 3, pp. 238-248.

Veloutsou, C., Chatzipanagiotou, K. and Christodoulides, G. (2020), "The consumer-based brand equity deconstruction and restoration process: lessons from unliked brands", *Journal of Business Research*, Vol. 111, pp. 41-51.

Web-of-Science (2021), *Journal Citation Reports*, available at: http://webofknowledge.com (accessed March 2021).

Winters, L.C. (1991), "Brand equity measures: some recent advances", *Marketing Research*, Vol. 3, pp. 70-73.

Wood, L. (2000), "Brands and brand equity: definition and management", *Management Decision*, Vol. 38 No. 9, pp. 662-669.

Yoo, B. and Donthu, N. (2001), "Developing and validating a multidimensional consumer-based brand equity scale", *Journal of Business Research*, Vol. 52, pp. 1-14.

Yoo, B., Donthu, N. and Lee, S. (2000), "An examination of selected marketing mix elements and brand equity", *Journal of the Academy of Marketing Science*, Vol. 28 No. 2, pp. 195-211.

Zhao, Y., Zhang, Y., Wang, J.F., Schrock, W.A. and Calantone, R.J. (2020), "Brand relevance and the effects of product proliferation across product categories", *Journal of the Academy of Marketing Science*, Vol. 48 No. 6, pp. 1192-1210.

Corresponding author
Rodrigo Heldt can be contacted at: rodrigo.heldt@pucrs.br