

Antecedents and consequence of brand management: empirical study of Apple's brand product

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Abstract

Purpose – This paper aims to investigate the relevance of each variable such as brand attitude, brand awareness, brand visibility (BV), brand integrity (BI), brand reputation and brand performance through direct and intervening testing, so that the research has theoretical implications for the development of modern marketing science while having managerial implications for Apple product companies through model development what has been done by Pantea Foroudi.

Design/methodology/approach – This research is the development of Pantea Foroudi's research. The original side of this study adds BI variables and BV as an intervening variable. The research analysis method uses partial least square, which is the process with Smart-PLS Software. The sampling method uses purposive random sampling with data collection using e-survey. This study also involved 395 samples of apple product brands in Makassar, Indonesia. This research was conduct from March to October 2018.

Findings – The 14 line analysis that the authors submitted, both tests were carried out directly or intervening. A total of 11 predictions stated significant influence while BV and brand awareness did not affect the brand reputation. Brand awareness also does not affect brand performance by making brand reputation an intervening variable.

Originality/value – The original side of the research adds a variable that is considered very important, namely, BI and BV.

Keywords Brand visibility, Brand integrity, Brand awareness, Brand attitude, Brand reputation, Brand performance

Paper type Research paper

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1. Introduction

Fritz Heider once revealed a statement that every human being has abilities, desires and sentiments, we act because they are based on purpose because of perception or because they follow others. Fritz pours this into a theoretical framework called attribution theory (Weiner, 2008). Attribution theory itself explains what causes and why someone decides to take action. This theory is also the basis for us in pouring this article with a “big question mark” why a product whether it is a smartphone, laptop or even a music player product whose price is quite fantastic especially for us as “middle-income countries” and “developing countries” can become the most popular product. Sought after, even awaited its presence when a new variant of the product appeared in our country. The product or brand is “Apple”.

It is easy to get to know Apple products on the market; the logo design seems to be able to hypnotize many people to have it. The impression of luxury on a simple logo appears, and it is not surprising that the brand still occupies the top of the standings regarding selling

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smartphone electronic products or tablet PCs worldwide. At the beginning of its emergence, Apple brand smartphone products carry a theme with a pretty fantastic price, but after more and more new smartphone manufacturers as competitors are emerging, the cost can gradually suppress until now. Of course, with specifications that are far more durable regarding performance and luxurious impression, it is maintained. Price competition has been carried out by many new competitors. It is as if Apple companies do not glimpse it from the USA with iPhone and MacBook products. Data proves that over the past three years (2013-2015) Apple products for the smartphone category managed to Rank 2, the data came from the January issue of Trend-force in 2015. The success of Apple products was because of having a strong brand in the eyes of consumers. The brand has a vital role in shaping the image and guaranteeing the success of a product in the market. In the aspect of the marketing mix, brands play an important role in competitive advantage (Melewar *et al.*, 2013). Apart from that, the brand is also a differentiator between each product launched in the market; the brand is also an identity for the company (Brown *et al.*, 2006; Balmer, 2001).

In many facts, products that are successful in the market are generally products that have a bright logo, are short regarding words, easy to say and easy to remember. A brand can state as an intangible asset for the company itself. It takes a long time to be able to make a brand succeed in the long run. The branding techniques are a way for brands to convey the meaning of a product to have a soul. The definition must be made interesting and told in a way that is always new to remain relevant in society. A strong brand has characterized by a positive attitude and can be associated relevantly with the purpose of creating a brand and product for consumers. The brand can also describe the character of consumers who own the product.

In the concept of business and marketing, companies focus on building awareness for their consumers so that a brand can take root in the minds of consumers. Recognition of a brand can bring impulsiveness to some consumers (Foroudi *et al.*, 2014). Brand awareness has several levels starting from the lowest level of not recognizing the brand, brand recognition (BR), recall returning to the top of mind stage. Brand awareness can indicate the existence, commitment and core that are very important for a company. So, if the recognition of the brand is high, the presence of the brand can always be felt. Several factors, namely, usually cause the cause of a brand that has high brand awareness: advertised continuously, has the existence and distribution range of products that reach various groups. A well-managed brand can produce customer satisfaction and customer value (Macdonald and Sharp, 2000). Brand awareness has several essential indicators, which are familiar (Ha and Perks, 2005), providing satisfaction and pride (Aaker, 2010), easily recognized (Balmer, 2001; Helm, 2011; Jo Hatch and Schultz, 1997) and can influence buyer decisions (Kotler, 2012). Whereas attitudes toward certain brands often affect whether consumers will buy or not. A positive attitude toward a particular brand will allow consumers to purchase the brand, whereas an adverse reaction will prevent consumers from making investments. In the survival of the company's reputation, a brand in the product refers to the opinion or opinion of the person that the brand is "good and reliable".

The brand is a representation of the overall perception of the product that formed from the information and experience of the product or a brand. The image of the brand relates to attitudes in the form of beliefs and preferences toward a brand. Consumers who have a positive image of a brand will be more likely to make a purchase. The brand image is unwittingly forming a perception about the product, which is good or bad is concluded after consumers begin to see a product up to consumers after using the product.

Regarding purchasing decisions then achieving satisfaction until finally deciding to be loyal is based on many factors and considerations. Because consumers decide to buy and love one brand is undoubtedly based on adequate and cognitive attitudes, which are then manifested as behavioral attitudes. Regarding attribution theory, cognitive attitudes are

based on understanding the environment or certain knowledge about something that is in demand so that it reflects a practical approach and leads to action. Magnificent and powerful Apple brand indeed based on love and high loyalty for its users so that it does not rule out the possibility of visibility that occurs because of the many who use these products or awareness in the form of advertising forming the reputation and integrity of Apple products for users or others.

This study is a development of the Pantea Foroudi study (Foroudi *et al.*, 2014; Foroudi, 2019) "article in press" where Pantea Foroudi developed a brand management model involving variables such as brand awareness, brand reputation, brand attitude and brand performance. While the original side of our research adds a variable that is considered very important, namely, brand integrity (BI) and brand visibility (BV).

The analysis developed by Foroudi in our opinion is quite impressive for us to try to establish, which previously Foroudi used the object of research in hotels while in this study it was on the object users of Apple brand products. Objectively we want to investigate the relevance of each variable so that the goal we want to achieve in this study is to enrich the research model of Foroudi through direct and intervening relationships and theoretical implications for the development of modern marketing science and managerial implications for Apple product companies.

2. Literature review

2.1 *The importance of element of brand management in marketing for competitive advantage*

The brand management concept covers seven aspects of important approaches including the approach through economic aspects, first, which states that the brand as part of the traditional marketing mix, second, is a brand based on a corporate identity approach, third, the brand is also based on a consumer approach that bridges between consumers and other, fourth, brand based on a personal approach that illustrates that the brand as a human-like character, fifth, brand based on a relational approach that describes the brand as a viable relationship partner, sixth, a brand based on a community approach that shows that the brand as the pivotal point of social interaction and the seven brands based on a cultural approach that illustrates that the brand as part of the broader cultural fabric. The brand is a symbol that becomes a marker, as well as a differentiator between one product and another product. In plain view, brands also provide references for consumers to mark whether a product is classy or not at all. The success of a good company engaged in the production of goods or services is inseparable from how the brand's role has built for a long time. A brand is a long-term investment of a company, which, if managed optimally, will provide big profits for the companies that control it. Global brands that have survived decades, some of which have now managed to become the most expensive brands because they are led by successful brand management planning. Brand awareness is the ability of consumers to recognize or remember a brand, including names, images, logos and certain slogans that have been used by the brand in promoting their products. The ability of consumers to recognize and remember brands play a significant role in the decision of someone to buy goods. Building awareness of a brand can be achieved if a brand is considered familiar. Familiarity in the meaning of the word is easily called and remembered, and is familiar regarding excellent service (Ha and Perks, 2005; Kotler, 2012; Vila *et al.*, 2015; Jo Hatch and Schultz, 1997). Based on the results of these studies, the hypothesis developed is:

- H1.* That brand awareness has a positive influence on several other test variables, and both tested directly and with intervening relationships.

The branding process itself is an effort to shape the image and sense of emotional attachment between the customer and the product brand and the company, as well as

attempts to distinguish itself from competitors. These efforts include creative processes such as making logos, determining slogans, defining messages to be conveyed, integrating brands with business activities, and various other creative activities that aim to shape customer perceptions (Marketerers.com, 2018). Brands are also a place to establish communication with consumers through the delivery of messages, build the motivation of consumers to buy them, shape the emotions of consumers to the creation of consumer loyalty. It is undeniable that every high-quality product or bona fide company is always associated with an attractive, unique and easy to remember the brand. In other words, most successful big businesses succeed in creating a branding process that can create a perception for customers to associate a particular product or service to a brand. Attitudes toward certain brands often influence whether consumers will buy or not. Positions will form perception and trust. A positive attitude toward a particular brand will allow consumers to make purchases of the brand. Otherwise, an adverse reaction will prevent consumers from making investments. Forming attitudes toward brands psychologic is established based on three main components derived from cognitive aspects of trust in the brand, useful or consumers evaluating the brand and the conative aspects or decision-making on a brand. Cognitive and emotional elements of the brand for consumers can be formed if consumers assume that the product has a right and quality product (Batra and Ahtola, 1991), thus creating confidence and comfort for consumers to use it (Keller and Aaker, 1992; Pappu *et al.*, 2005). Apart from that, trust in a brand or product is formed if the consumer perception states that the brand is used by many people (Washburn and Plank, 2002; Hwang and Kim, 2018). Based on this, the conative aspects for consumers to determine purchases of a product or brand can occur (Mattila, 2001). On the other side, BI is a whole series of consumer perceptions about a company, brand or even product that is reflected through a consistent image and reputation that is responsible and responsible for fulfilling expectations rather than customers. Integrity is closely related to honesty and responsibility and upholds ethical and moral norms especially in business ethics to protect consumer rights. Keller and Aaker (1992) showed that there was a significant relationship between perceptions to shape attitudes for consumers in deciding purchases. While the relationship between integrity to brand performance as the results of the research put forward by Akroun and Nagy (2018) states that the values of honesty or trust in a brand have an impact on consumer attitudes and the brand performance itself, integrity is formed through positive testimonials. Based on the results of these studies, the hypothesis developed is:

H2. That brand attitude has a positive influence on several other test variables, and both tested directly and with intervening relationships.

We included a new variable in this study, which we named "BV." By definition, visibility means a condition that seen. In the past few decades, there have only been a few brands that stick to everyone's mind. Call it Coca-Cola, BMW, Apple, Microsoft, etc. A brand of condition that can be observed is a product or brand. BV is closely related to promotional activities. Stay strong and survive some of the world's leading brands, i.e. Coca-Cola, BMW, Apple and Microsoft is one fact that shows that the visibility of a brand that is well-built and still adheres to the ideal principles can shape positive BI in the future. Or even vice versa, positive integrity that can be maintained for a long time by a brand can increase the visibility of the brand while at the same time giving a brand a significant advantage in the future. A favorable profile to form integrity in a brand also becomes positive so that reputation can be established. Therefore, we use this proposition as a theoretical foundation in this study:

H3. That BV has a positive influence on several other test variables, and both tested directly and with intervening relationships.

By definition, brand reputation is a translation that relates to the image and judgment of an outsider on the quality of a product or brand. Reputation is built in several periods and represented as the consistency of the attributes inherent in the company. The higher the level of brand trust that consumers have, the stronger the communication made by a

community to the brand. The good or bad reputation of a product can be influenced by consumers' experience, someone's recommendations, reporting and public relations owned by the company. The brand's reputation must be reflected not only through experience but also the ability of the company's marketing relations as a strategy to introduce new products or maintain the sustainability of products that have long been created. The reputation of a brand and product is considered good as long as the product or brand is considered to have goodness and satisfaction (Lombart and Louis, 2016; Spears and Singh, 2004; Xie and Peng, 2009; Sirdeshmukh *et al.*, 2002). The formation of a brand's reputation is also inseparable from the reliability and suitability of what is advertised and what consumers have felt after the purchase of the product or brand (Delgado-Ballester and Luis Munuera-Alemán, 2001; DelVecchio, 2000; Foroudi *et al.*, 2014). Because the reputation of a brand provides an opportunity for loyal customers so that their journey to handle a brand does require special and maximum attention. The purpose of brand management is how a brand can become a business that provides profit; measuring a brand's benefit can be measured by measuring the performance of a brand. By definition, brand performance is a whole series of forms of comparison between expectations and reality that have been produced by a brand or product. Brand performance can be measured based on benchmarks such as the level of customer loyalty to the brand/product (Pappu *et al.*, 2005; Washburn and Plank, 2002; Yoo and Donthu, 2002; Putra *et al.*, 2017; Crawford and Melewar, 2003), the customer's desire to repurchase and recommend the product based on their positive experience with others (Mattila, 2001; Maxham and Netemeyer, 2002; Lee *et al.*, 2012; Wong and Sohal, 2002).

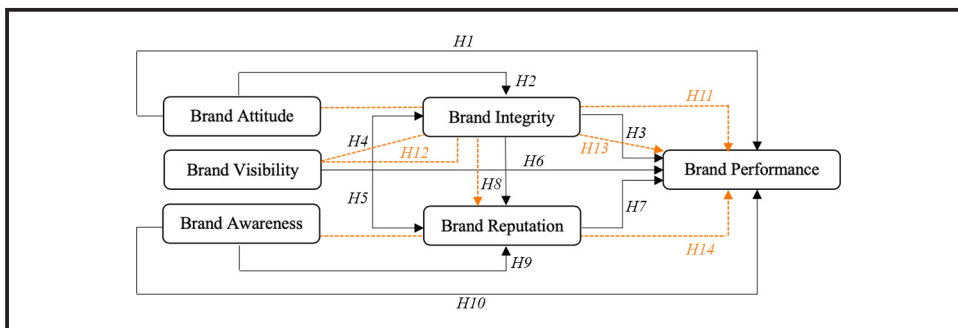
Based on the results of the literature review, we developed a conceptual model consisting of four lines of analysis (H1-H14) to achieve the research goals and objectives are as follows (Figure 1).

3. Research method

3.1 Sample and data collection

Given that this study is not known to be the actual population or the population is infinite, the approach in determining the sample is based on a study approach (Loehlin, 1998), which states that the minimum samples needed to reduce bias is a minimum of 200 samples, as well as referring to Ferdinand (2002), which says that to determine the number of samples in the infinite population, the number of variables and the minimum number of parameters multiplied by 5-7. The number of variables is 7, and the number of parameters is 13, so determining the sample (7 variables + 72 parameters × 5 = 395 samples) so that the respondent used was 395 samples. The sampling method in this study used purposive random sampling, the respondent of this study was consumers who were using Apple-branded products (iPhone, iPad and MacBook). Sampling uses the e-survey method using

Figure 1 Conceptual framework



google forms. The survey was conducted in 2018 in Makassar City, Indonesia. The selection of Makassar City as the research location is because it is one of the 8th major cities and also as one of the second largest cities/countries in ASEAN with the most significant sales of Apple products after Vietnam (www.databoks.katadata.co.id, 2016).

Table I shows the demographic data of respondents whereby sex is divided into 49.6 per cent male and 50.4 per cent female. Based on marital status, 71.4 per cent of respondents were unmarried/single and 28.6 per cent were married. Based on the work, 13.67 per cent were college students, 28.35 per cent were the entrepreneur, 4.30 per cent were housewives, 24.05 per cent were private employees, 24.03 per cent was 21.51 per cent were lecturers/teachers, 4.30 per cent were civil servants, 0.75 per cent had not worked and other professionals at 3.03 per cent. Based on education, educated respondents completed 15.94 per cent of a high-school senior level, 22.54 per cent Diploma, 45.82 per cent Bachelor, 13.16 per cent Magister and 2.54 per cent Doctoral. Based on monthly income/income, income < 2 million as much as 3.79 per cent, 2-5 million as much as 35.41 per cent, 5-8 million as much as 27.01 per cent, 8-12 million as much as 22.82 per cent and above 12 million as much as 11.39 per cent.

3.2 Measurement

The measurement of constructs and models of this study refer to previous studies that have been previously developed by (Foroudi *et al.*, 2014; Foroudi, 2019) "Article in Press." In the research developed using the variable brand attitude, brand awareness, brand reputation and brand performance, while we add variables as a form of modification of the model

Table I Demographic profile of the apple's brand product (N = 395)		
	<i>Frequency</i>	<i>(%)</i>
<i>Gender</i>		
Male	196	49.6
Female	199	50.4
<i>Marriage status</i>		
Married	114	28.6
Single	281	71.4
<i>Job status</i>		
College student	54	13.67
Entrepreneur	112	28.35
Housewives	17	4.30
Private employee	95	24.05
Teacher/lecturer	85	21.51
Civil servant	17	4.30
Not yet employed	3	0.75
Other professions	12	3.03
<i>Education</i>		
Senior high school	63	15.94
Diploma	89	22.54
Bachelor	181	45.82
Magister	52	13.16
Doctoral	10	2.54
<i>Salary per month</i>		
< Rp 2m	15	3.79
Rp 2-5m	140	35.41
Rp 5-8m	107	27.01
Rp 8-12m	88	22.28
> Rp 12m	45	11.39

developed by Foroudi such as BV and BI variables. Measurement contains two sections as follows: the first section, respondents were asked to provide answers to questionnaires scoring based on a Likert-type scale ranging from (1) strongly disagree, too (5) strongly agree. Based on previous research the measurement of several variables based on several basic dimensions such as: brand attitude contains sizes: brand association (BA) (Pappu *et al.*, 2005; Washburn and Plank, 2002; Mohd Yasin *et al.*, 2007; Yoo and Donthu, 2002) and brand belief (BB) by Batra and Ahtola (1991), Keller and Aaker (1992), Pappu *et al.* (2005), Washburn and Plank (2002) and Hwang and Kim (2018). Brand awareness variables contain dimensions: brand familiarity (BF) by Ha and Perks (2005) and BR (Kotler, 2012; Vila *et al.*, 2015; Jo Hatch and Schultz, 1997). BV includes dimensions: repeat advertising (RA) (Blom *et al.*, 2017) and wine marketing mix (WM), which is an adjustment of the basic marketing mix developed by Festa *et al.* (2016). Brand reputation that contains dimensions: brand reliability (BY) (Delgado-Ballester and Luis Munuera-Alemán, 2001; DelVecchio, 2000; Foroudi *et al.*, 2014) and brand benevolence (BE) (Lombart and Louis, 2016; Spears and Singh, 2004; Xie and Peng, 2009; Sirdeshmukh *et al.*, 2002). Brand reputation variables include several dimensions: customer insight (CI) (Giannikas *et al.*, 2019; Chuang and Lin, 2013; Iqbal *et al.*, 2018; Murali *et al.*, 2016), ethical code (EC) (Peñaloza, 2018; DeMarco, 2017; Murdifi *et al.*, 2019; Laczniak and Murphy, 2019) and consistency code (CC) (Kim *et al.*, 2016; Brown and Davies, 2017). Brand performance includes several dimensions: brand loyalty (BL) (Pappu *et al.*, 2005; Washburn and Plank, 2002; Yoo and Donthu, 2002; Crawford and Melewar, 2003), brand re-purchased (BP) (Mattila, 2001; Maxham and Netemeyer, 2002) and brand recommendation (BRc) (Jones, 2012; Mattila, 2001; Wong and Sohal, 2002).

We map the variable construct measurement model in the form of a matrix as in Table II. Furthermore, in the Section 2 stage in measuring the construct, in this study, we use Smart-PLS software where measurement of variables and constructs based on several criteria such as average variance extracted (AVE) value > 0.6 (Fornell and Larcker, 1981; Hair *et al.*, 2014). Composite reliability value (CR > 0.6) (Chin, 1998). Measurement of Cronbach's alpha value > 0.5 , R^2 , F^2 and measurement of loading-factors as the main formers of the variable (Chin, 1998). The last is the hypothesis testing stage through testing SMART, direct and indirect effects.

4. Result and discussion

4.1 Result of analysis

Testing using the partial least square (PLS) method has several requirements as a model of the goodness of fit. The dominant item and loading factor describe the dominant construct forming a dimension/variable, the value of an excellent loading factor is at 0.6-1 vulnerable (Hair *et al.*, 2014). Standard deviation describes the distribution of data from the sample; the standard deviation is expected to be < 0.1 (Ferdinand, 2002). The AVE value is supposed to be >0.6 and the expected CR (critical ratio) value > 0.6 (Chin, 1998). The R^2 value describes the determinant coefficient that is likely to be of value at vulnerable 0.6-1 (Ferdinand, 2002). While the F^2 value describes the simultaneous influence by comparing F -test and F -table (Hair *et al.*, 2014).

Table III interprets that the BA3 construct forms brand attitude variables with the dominant BA dimension while the BB2 construct forms the dominant BB dimension. The large AVE value is by the belief brand dimension (0.714), the dominant CR value is also confirmed by the BB (0.854) dimension in the brand attitude variable, the BB dimension is the dominant dimension informing the brand attitude variable square. Overall, the coefficient of determination of BA and BB dimensions has very high closeness (0.996). Brand awareness variable on the dimensions of BF is dominantly formed by construct BF1, as well as several constructs removed from the test (deleted items), namely, constructs BF4 and BF5. The BR build also has two constructs that are deleted (deleted items), namely, BR1 and BR2. The

Table II Definition of operational variables

<i>Dimensions</i>	<i>Brand attitude</i>	<i>Code</i>
BA	Brand Apple is upon the market	BA1
	The consumer is proud to use product	BA2
	Consumer easily imagining the brand in their mind	BA3
	Consumer belief the Apple brand has good serviceability	BB1
	Consumer enjoy using product Apple	BB2
	Consumer believe the brand appeals to people like they	BB3
BB	Product of brand Apple have good looks	BB4
<i>Dimensions</i>	<i>Brand awareness</i>	<i>Code</i>
BF	The brand is familiar to the consumer	BF1
	The brand give consumer a feeling of goodwill	BF2
	Have service for today's consumer	BF3
	Offers kind of services, so consumer use the brand Apple	BF4
	The Product is well-known in detail	BF5
Brand recognizability (BR)	The brand is recognizable	BR1
	The service recognizable influence my decision	BR2
	The brand recalled easily	BR3
	The brand is distinct from another smartphone brand	BR4
	The brand Apple is memorable	BR5
<i>Dimensions</i>	<i>BV</i>	<i>Code</i>
RA	Apple brands have a reasonably clear advertising method	
	Positioning and targeting of promotional channels can be quite massive	RA1
	The use of advertising channels is not only offline but also online in all aspects such as YouTube and other social media	RA2 RA3
WM	The product is a pioneer and expertise regarding advanced product development	WM1
	The product always do an evaluation of the products they create	WM2
	Manufacturers not only develop products but also educate their users	WM3
	Consumers have different and more experience when using Apple products	WM4
<i>Dimensions</i>	<i>Brand reputation</i>	
BY	Has a reliable promise for future performance based on customer experience	BY1
	The durability of products provide are reliable	BY2
	The Apple brand continually tries to improve its services and products to satisfy its consumers better	BF1
BE	The brand renews its services and products to meet the expectations of its customers	BF2
	Quick respond and care	BF3
	The brand has a great deal of benevolence	BF4
	Treats customers with respect in responding to negative publicity	BF5
	Favor the customers best interest	BF6
	Concerned about customers	BF7
<i>Dimensions</i>	<i>BI</i>	
Consumer insight (CI)	Oriented to the development under the progress of time	CI1
	Adapted to the protection and security of user data	CI2
	Changed to the best selection of raw materials	CI3
	Good quality control before being sold on the market	CI4
	Oriented to excellent service and after-sales that do not make it difficult for consumers	CI5
EC	Products created do not violate ECs such as moral ethics, cultural ethics and business ethics	
	There is something original to the product that distinguishes Apple products from competing products	EC1
	In the marketing, the method does not do black campaigns that interpret with competing products such as color, shapes or things that are customizable	EC2 EC3
	Oriented to environmental sustainability	EC4
CC	Products that are created consistent so that they display unique characteristics that distinguish between apple products and competitor products	CC1
	Consistency between what is designed and what is advertised	CC2

(continued)

Table II

<i>Dimensions</i>	<i>Brand attitude</i>	<i>Code</i>
<i>Dimension</i>	<i>Brand performance</i>	<i>Code</i>
	Consider customer to be loyal to this apple brand	BL1
	Will not buying others smartphone brand	BL2
	Compared to another brand that has similar features and willing to pay	BL3
	Customer believes the brand Apple has credibility	BL4
	Customer enjoy the smartphone	BL5
BL	The Apple brand be the first choice	BL6
	The brand is innovative	BP1
	Retrying for buying another apple product	BP2
	The first choice compared to other brands	BP3
	Firm intention to buy the Apple brand	BP4
Brand re-purchase (BP)	Strong purpose to distant future	BP5
	Say positive things about this brand	BRc1
	Would recommend that someone buy	BRc2
BRc	Would encourage friends and relatives to buy	BRc3

AVE value for the brand awareness variable at 0.60 is vulnerable but has a relatively high critical ratio (> 0.80). The Cronbach's alpha value on the brand awareness variable is quite high at $>0.70 > 0.6$. The relationship of a top determinant coefficient (>0.90) can be seen in [Table III](#). The RA2 construct dominantly forms BV variables with dimensions of RA with a loading value of 0.864. While the constituent WM3 builds the dominant WM dimension, with a loading value of 0.788. Value BV AVE on variables that are invulnerable (0.60-0.70) CR value on repeat construct advertising (RA) is a dominant construct that contributes to variable visibility. The explanation of the brand can also be seen in [Table III](#).

Variable brand reputation has two main dimensions, namely, BY and the dominant construct forming a brand reputation are constructs BY2. On the aspects of BE3 constructs are deleted (deleted items), namely, constructs BE1, BE6 and BE7. The removal of the construct is because of the value of goodness fit in building dimensions (AVE and Cronbach's alpha) < 0.60 . The R^2 coefficient on brand reputation variables is in the high range (>0.90). This explanation can be seen in [Table III](#). BI variables have three main dimensions, namely, CI, EC and CC. However, on the sizes of CI several constructs are removed, namely, constructs CI3 and C14. The dominant dimension forms.

After stating the appropriate and feasible model as stated in [Table II](#). The final stage in PLS testing is the assessment of hypotheses as previously proposed in sub-section 2.2 in the literature review section. We put forward a hypothesis of 14 lines of analysis, in [Table IV](#) explain the results of testing the hypothesis line. There are 14 development paths of analysis derived from three hypotheses where, line (*H5*, *H9* and *H14*) shows irrelevant results. The most dominant influence shows in-line analysis (*H7*) in the study of the importance of brand reputation (BR) on brand performance (BP). Then, line analysis (*H4*) analyzes the relationship between BV on BI and line (*H1*) on the review of brand attitude (BAs) relationships with brand performance (BP). Exclusively, we also accompany the pattern of relationships in testing these various hypotheses in the form of image visualization. You can see the relationship pattern in [Figure 2](#).

4.2 Discussion

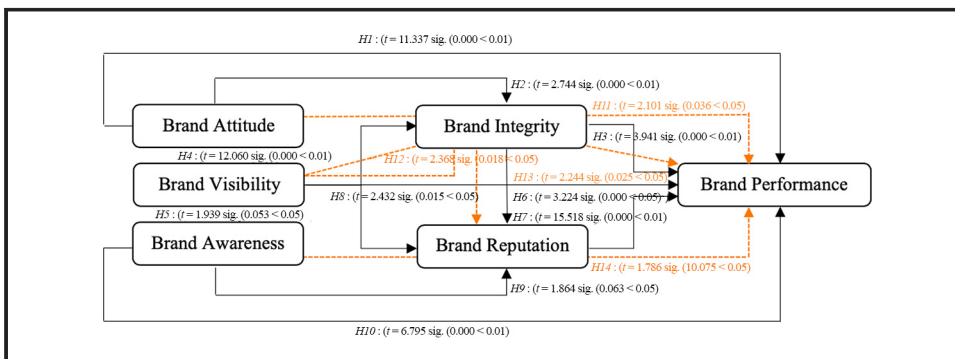
Brand awareness is a substantive matter to attract consumers' attention in the form of logos, slogans, colors or other symbols that are seeking to draw the attention of prospective consumers when first launched in the market ([Ha and Perks, 2005](#); [Kotler, 2012](#)). The ultimate goal of brand management is to increase loyalty and also repeat buying a product

Table III The goodness of fit data PLS

<i>Construct</i>	<i>Major item</i>	<i>Delete item</i>	<i>Loading factor</i>	<i>SD</i>	<i>AVE</i>	<i>CR</i>	<i>Alpha</i>	<i>R²</i>	<i>F²</i>
<i>Brand attitude (BA)</i>									
BA	BA3		0.835	0.033	0.662	0.785	0.628	0.996	40.553
	BA1		0.693						
	BA2		0.691						
BB	BB2		0.786	0.020	0.714	0.854	0.772		64.419
	BB1		0.784						
	BB3		0.754						
	BB4		0.757						
<i>Brand awareness (BAs)</i>									
BF	BF1	BF4	0.822	0.025	0.661	0.854	0.744	0.999	207.820
	BF2	BF5	0.811						
	BF3		0.806						
Brand recognizability	BR4	BR1	0.863	0.025	0.669	0.875	0.784		154.686
	BR3	BR2	0.857						
	BR5		0.786						
<i>Brand visibility (BV)</i>									
RA	RA2		0.864	0.022	0.700	0.875	0.784	0.999	102.505
	RA1		0.861						
	RA3		0.782						
Marketing mix	WM3		0.788	0.026	0.609	0.861	0.786		237.875
	WM1		0.790						
	WM2		0.768						
	WM4		0.774						
<i>Brand reputation (BR)</i>									
BY	BY2		0.840	0.022	0.682	0.811	0.535	0.999	101.759
	BY1		0.812						
BE	BE4	BE1	0.834	0.021	0.591	0.852	0.767		420.826
	BE2	BE6	0.781						
	BE3	BE7	0.750						
	BE5		0.703						
<i>Brand integrity (BI)</i>									
Consumer insight	CI1	CI3	0.877	0.036	0.537	0.776	0.664	0.965	17.686
	CI2	CI4	0.772						
	CI5		0.752						
EC	EC2		0.887	0.037	0.724	0.913	0.872		6.560
	EC1		0.846						
	EC4		0.841						
CC	EC3		0.828	0.029	0.718	0.836	0.610		2.566
	CC1		0.887						
	CC2		0.816						
<i>Brand performance (BP)</i>									
BL	BL5		0.802	0.026	0.534	0.873	0.825	0.995	31.793
	BL1		0.746						
	BL4		0.733						
	BL3		0.727						
	BL2		0.691						
	BL6		0.681						
BP	BP5		0.777	0.035	0.668	0.857	0.764		28.020
	BP1		0.770						
	BP3		0.741						
	BP4		0.734						
	BP2		0.717						
BRc	BRc2		0.861	0.041	0.668	0.857	0.764		23.256
	BRc1		0.859						
	BRc3		0.724						

Table IV Hypothesis test

Line analysis	Hypothesis	Mean	SD	t-statistic	Sig. level	Result
H1	Brand Attitude → Brand Performance	0.680	0.0059	11.335	0.000 < 0.01	Supported
H2	Brand Attitude → Brand Integrity	-0.224	0.083	2.744	0.000 < 0.01	Supported
H3	Brand Integrity → Performance	0.358	0.091	3.941	0.000 < 0.01	Supported
H4	Brand Visibility → Brand Integrity	0.641	0.053	12.060	0.000 < 0.01	Supported
H5	Brand Visibility → Brand Reputation	-0.188	0.093	1.939	0.053 > 0.05	Not supported
H6	Brand Visibility → Brand Performance	0.296	0.091	3.224	0.001 < 0.05	Supported
H7	Brand Reputation → Brand Performance	0.747	0.047	15.518	0.000 < 0.01	Supported
H8	Brand Integrity → Brand Reputation	-0.196	0.082	2.432	0.015 < 0.05	Supported
H9	Brand Awareness → Brand Reputation	-0.161	0.085	1.864	0.063 > 0.05	Not Supported
H10	Brand Awareness → Brand Performance	0.422	0.062	6.795	0.000 < 0.01	Supported
H11	Brand Attitude → Brand Integrity → Brand Performance	-0.082	0.039	2.101	0.036 < 0.05	Supported
H12	Brand Visibility → Brand Integrity → Brand Reputation	-0.128	0.054	2.368	0.018 < 0.05	Supported
H13	Brand Visibility → Brand Integrity → Brand Performance	0.148	0.066	2.244	0.025 < 0.05	Supported
H14	Brand Awareness → Brand Reputation → Brand Performance	-0.120	0.066	1.786	0.075 > 0.05	Not Supported

Figure 2 Visualization of hypothesis test

as a manifestation of brand performance. Universally the results of research developed by Foroudi in 2019 that use the object of study in the field of hospitality leisure management are considered valid if examined in smartphone products or luxury goods.

The results of this study are also in line with the results of Foroudi's research in 2019, which in testing the hypothesis stated that BA, brand reputation, brand awareness affected brand performance while BV had no significant impact on brand reputation. Brand attitude describes the extent to which consumers believe in a brand or product. Brand attitude is a series in the path of purchasing decisions. Positive consumer perceptions about a brand will provide feedback in the form of purchases while negative feedback coming from consumers has an impact on the purchase decision. Brand attitude can be formed complexly through the association of the brand itself such as the presence in the market promptly, a sense of pride in having the brand, which is maintaining a brand must be able to master the consumer's mind. In the study of this brand management, the emotional mastery of consumers is so emphasized and is an essential thing to be applied complexly to generate trust in the brand. The form of confidence in a brand can be realized if the service provided to consumers also feels good, of course, the function does not only occur at the beginning of the purchase but also even after the purchase (after self-service). The fact shows that the role of word-of-mouth to this day is a reasonably effective selling (brand advocacy). To improve brand performance. So that in carrying out the marketing process the humanist and honest concepts become the main thing so that a brand can be sustainable in the future.

The novelty that we present in this study lies in two variables, namely, BV and BI. This BV concept puts more emphasis on complex knowledge systems toward a brand that is launch with an indicator approach that has been developed by Festa *et al.* in 2016 called “WM.” BV is closely related to promotion, the purpose of promotion is to increase visibility so that the intention and awareness of consumers can be present. Knowledge of a brand through the WM is very close to the marketing concept 4.0 by (Kotler *et al.*, 2016), which has marketing slogans from traditional to digital and human spirit ending. Wine marketing itself as a form of dimension rather than BV emphasizes the importance of product mastery (expertise), continuous research and development and not only provides a different experience if consumers use these products but also provide education to consumers. This is being fought for by Apple products themselves, which every product launched always presents different things between Apple vs competitors both regarding hardware and design so that every product that is launch in the market has always been excellent and sought after by consumers. RA includes advertising that is quite clear and easily understood by consumers. In this case, the selection of promotional channels is also an important value point such as providing promotions on online and offline channels to strengthen the positioning of a brand. RA in this study also emphasizes the importance of emphasizing promotion on social media and the internet because Apple products themselves are smartphone products where the product is more closely related to the use of digital applications. In the current marketing of product-based sustainability that puts forward functional benefits and emotional benefits is a product/brand that has not been much noticed by some producers, both luxury products and consumer goods products. We narrow down the concept of integrity in three main forms, namely, CI, which emphasizes that the products/brands produced are oriented to the times, oriented to the protection and security of consumer data, selection of the best raw materials through quality control processes and quality process quality. Of course, the brand/product that is customer-oriented provides positive feedback for the sustainability of the brand in the future. Past promotions do not put forward the principle of ethics, in fact, the soft-black campaign marketing methods such as comparing products/brands vs competitor brands with symbolic access such as color, shape and design with the aim of dropping competitors do not have a significant effect on increasing sales of a product. Today, marketing that puts forward the concept of business ethics and moral ethics and consistency makes a brand last long. This is also what the Apple brand has shown that has consistently become a differentiator with competing products such as price, design and also the theme of products that are considered to be the “pioneer of futuristic smartphone design.”

In line with the results of research from Foroudi in 2019, which also states that brand awareness does not have a significant effect on brand reputation, it is also assumed that reputation factor is a challenging thing to build and takes a long time to develop, brand reputation is very closely related to the satisfaction or dissatisfied consumers. Consumer dissatisfaction will undoubtedly make a brand's reputation worse, which will undoubtedly impact BL. In the field of marketing, the results of this study complexly add to literacy regarding strengthening a brand. Of course, visibility will form integrity and integrity will establish a reputation. To support the sustainability of a brand and a product that emphasizes more on human spirit BI and brand reputation, it becomes an intense concern in the future.

Theoretical implications: This study have examined originality variables such as BV with dimensions of the WM and RA, as well as BI with aspects of CI, ethical and consistency that are statistically highly reliable to test. Deeper than the BV and BI variables in this study can be a new part of the brand management theory element to complement various previous literacies in brand management.

The managerial implications: The results of this study may provide actionable guidelines for practitioners and decision-makers in better managing brand management, and hence,

have implications for marketing studies. Foremost, this study shows the BV can build BI of a product, even the integrity that can positively shape a brand will enhance the reputation of the brand. By understanding market needs, as well as brand strengths and weaknesses, managers will be able to make the right decisions in selecting brand management, favorable for targeting and responding to market needs and grow the sustainability of the brand.

5. Conclusion

This study has provided an understanding that in improving the performance of a brand, the component of brand management needs to pay attention to many things because the brand is the most fundamental thing that does not only interpret a product. More than that, the brand is a complex alloy that represents various entities. The brand is more than just a symbol or a sign that consumers or communities can recognize a product; the brand is also a differentiator. In this study, the presentation of the concept of brand management involves marketing components and marketing strategies that are combined in complex ways through items and variable measurement constructs. Generating a brand's attitude through awareness stimulus is not only enough to measure the performance of a brand. Strong visibility is needed through effective and efficient advertising and the application of a holistic marketing mix strategy that is applied to a brand. Besides that, the implementation of concrete steps in building the integrity of a brand is made through elements of brand consistency, ethics and insight into consumers so that a brand can be easily recognized and have good and positive values of trust.

The era of competition that is so complex accompanied by the presence of a variety of similar products is a tiring work for marketers and companies to be able to continue to present the latest innovations so that the company can compete and be sustainable through the products launched. Competition in terms of price and quantity will not last forever; of course, the public as consumers can also act as "judges" for specific brands that do not have ethical integrity and reputation. This research presents a complicated matter that not only makes the brand management component in terms of increasing the value of a brand but also incorporates an essential ingredient that does not only reach an assessment of the performance of a brand but also reaches the sustainability area of a brand. BV, BI and reputation brand are the realms to respond to the sustainability of brands in the future.

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