



The University of Tehran Press

Interdisciplinary Journal of Management Studies  
(IJMS)

Online ISSN: 2981-0795

Home Page: <https://ijms.ut.ac.ir>

## The Effect of Logo Attitude on Brand Extension Attitude

Bahareh Osanlou<sup>1\*</sup>  | Fatemeh Darvish<sup>2</sup> 

1. Corresponding Author, Department of Business Management, Faculty of Management, Kharazmi University, Tehran, Iran. Email: [osanlou.b@gmail.com](mailto:osanlou.b@gmail.com)

2. Department of Business Management, Faculty of Management, Kharazmi University, Tehran, Iran. Email: [fdarvish1992@gmail.com](mailto:fdarvish1992@gmail.com)

---

### ARTICLE INFO

**Article type:**  
Research Article

**Article History:**  
Received 25 August 2022  
Revised 12 February 2023  
Accepted 10 April 2023  
Published Online 18 December 2023

**Keywords:**  
*logo attitude,*  
*brand attitude,*  
*brand extension attitude.*

---

### ABSTRACT

Brand extension attitude is an important marketing topic for academics and practitioners. Consumers evaluate brand extensions based on available and relevant information. The current study is one of the first attempts to empirically examine consumer attitudes toward logo and feedback effects on brand extension attitude. The impact of logo attitude on brand extension attitude was investigated by surveying the Iranian dairy industry. The empirical findings suggest that logo attitude was directly related to brand attitude and indirectly associated with brand extension attitude. Furthermore, the brand attitude had a direct positive effect on brand experience. Brand experience's role in generating both brand equity and brand strength was confirmed. It was found that both brand equity and brand strength positively and significantly influenced brand extension attitude.

---

**Cite this article:** Osanlou, B. & Darvish, F. (2024). The Effect of Logo Attitude on Brand Extension Attitude. *Interdisciplinary Journal of Management Studies (IJMS)*, 17 (1), 295-310. DOI: <http://doi.org/10.22059/ijms.2023.347686.675303>



© Bahareh Osanlou, Fatemeh Darvish. **Publisher:** University of Tehran Press.  
DOI: <http://doi.org/10.22059/ijms.2023.347686.675303>

---

## **Introduction**

Brand extension strategy is using the name of an existing brand to launch new products in a different product category (Hultman et al., 2021; Prados-Pena & Barrio-García, 2021). This strategy is usually employed by branded organizations to attract customers (Hultman et al., 2021). Brand extension is necessary for brand renewal and growth (Deng & Messinger, 2022). One advantage of brand extension is that it reduces potential risks and costs associated with the failure of a new product (Srivastava & Sharma, 2013; Buil et al., 2009). The brand extension also reduces the cost of introducing a new brand, as the probability of success will increase as a consumer transfers loyalty to the main brand onto the extended brand (Buil et al., 2009). Successful brand extension has many benefits, but managers should not ignore the risk of brand extension failure because introducing new products to the consumer market can incur costs that can include weakening of the parent brand image and cannibalism (Aaker & Keller, 1990; Pitta & Katsanis, 1995, Hultman et al., 2021). Investment in a new product can be significant, and like most investments, there is no guarantee of success (Pitta & Katsanis, 1995).

Owing to the high cost of delivering a new product to the market, brand extension has been the basis of several national and international strategic partnerships. Given its growing popularity, it is necessary to understand how consumers evaluate brand extension (Buil et al., 2009). Despite the significant research on consumer attitudes toward brand extension, some issues have not been sufficiently addressed (Aaker & Keller, 1990; Bhat & Reddy, 2001; Volckner & Sattler, 2006; Buil et al., 2009; Dimitriu et al., 2017). Significant studies have examined the concept of brand extension attitude from the perspective of nostalgia marketing (Jun et al., 2022), brand gender (Yuen et al., 2021), brand attitude, brand fit (Lithopoulos et al., 2021), and brand loyalty (Liang & Fu, 2021). Studies have also examined brand equity, relationship equity (Dwivedi & Merrilees, 2013), extension category attitude, perceived fit, and awareness set similarity (Hem et al., 2013). Other studies have examined concept consistency, product feature likeness (Liu & Choi, 2009), familiarity, brand image, and perceived difficulty. However, although choosing an appropriate logo for companies is vital (Muller et al., 2013), the current study could find no published research that considers brand extension from the perspective of logo attitude.

An understanding of how logo attitude affects brand extension attitude is required because the brand logo helps customers identify the company producing the product as it appears on the product packaging. The brand logo is a visual representation of the company or brand that provides an organizational identity in a rapidly changing market (Grinsven & Das, 2014). The logo is a prominent element that can increase brand differentiation and positive brand evaluation (Septianto & Paramita, 2021). Inexperienced managers must carefully act when choosing a logo because a poor choice can hurt the consumer. Creating a framework for designing and choosing a logo can benefit managers (Vartorella, 1990).

The current study considered the effect of consumer attitudes toward logos on brand extension attitude based on schema incongruity theory (Mandler, 1982). This theory is based on the premise that individuals compare incoming stimuli with their expectations. Schema incongruity theory suggests that congruence and incongruence can be associated with feelings. Congruence has predictable consequences and is associated with positive emotions. Identifying incongruence also can evoke strong positive feelings because resolving incongruence confirms one's ability to cope with a situation, which is a pleasant experience (Kraus & Gierl, 2017). Accordingly, the current study focused on brand experience as the key mediating variable in the relationship between logo attitude and brand extension attitude. Research has shown a gap in knowledge about considering the concept of brand extension from the perspective of brand experience (Bapat & Thanigan, 2016). In our model, the indirect effect of logo attitude on brand extension attitude through brand experience and brand experience on brand extension attitude were considered. The impact of logo attitude on brand extension attitude is considered through brand attitude. To the best of our knowledge, there is a lack of empirical models that assess the relationship between brand attitude and brand experience. Gómez-Suárez and Yagüe (2021) considered the effect of event attitude on emotional experience. The current study considered the effect of attitude on brand experience. The impact of brand experience on brand extension attitude was considered through brand equity and brand strength based on appraisal theory (Roseman, 1991) and categorization theory (Cohen & Basu, 1987).

The present study examined the indirect effect of logo attitude on brand extension attitude. In this regard, we have focused on the dairy industry, a competitive industry in Iran. There are few barriers to competitors who wish to compete in this industry in Iran. Even though international trade in this category of products has decreased in recent years, this amount has witnessed a relative increase in Iran (Zonoozi & Ghahremanpour, 2021). Dairy products are commonly consumed in urban households in Iran. After the meat and fresh fruit, it has the largest share of the total household food budget (Karbasi & Aghasafari, 2017). Accordingly, branding is an essential factor affecting competition for dairy products. Branding is the best way for companies in this sector, to differentiate their product from those of competitors. Accordingly, the future of companies in the dairy industry depends on the success of their brand (Wasanthamali, 2015). As a brand logo acts as a symbol of success, the present research studied the effect of logo attitude on brand extension attitude as a strategy through which a company can provide added value to customers and strengthen its competitive position. To the best of our knowledge, this is the first study to consider the concept of brand extension attitude in the dairy industry in Iran. After identifying existing knowledge and empirical gaps, this study investigated the effect of logo attitude on brand extension attitude through brand attitude, brand experience, brand equity, and brand strength.

## **Theoretical Framework**

### **Schema incongruity theory**

The premise of schema incongruity theory is that people compare stimuli received from the environment with their expectations (Mandler, 1982). Congruence occurs if a stimulus matches one's expectations. If there is no match, a conflict of expectations leads to incongruence. Congruence is achieved when the stimuli align with expected outcomes. Such a condition usually is associated with a mildly positive feeling. When individuals can resolve an incongruence, strong positive emotions can be evoked because recognizing and dealing with the incongruence indicates that one's cognitive ability is sufficient to cope with the situation. An individual will experience this as pleasant, rewarding, and satisfying. If an individual fails to resolve the incongruence, the dissonance is likely to produce negative emotions. These emotions are because of the inability to deal with the incongruence suggests that one's cognitive abilities are inadequate, which is an unpleasant experience.

When consumers experience positive emotions under congruent or incongruent conditions, the experience will affect product and brand evaluation. Meyers-Levy et al. (1994) used this theory to study the concept of brand extension and examined brand congruence/incongruence with parent brands (Kraus & Gierl, 2017). We have used this theory as the basis of the theoretical framework to investigate the effect of logo attitude on brand extension attitude. A logo is a brand element that acts as a stimulus. The brand extension attitude reflects the consumer's evaluation and expectations about the fit between the parent brand and its brand extension.

### **Logo attitude and brand attitude**

A brand logo is the primary design element of the visual branding strategy of a company (César Machado et al., 2021). Companies use a logo to identify their brand and products to consumers (Henderson & Cote, 1998). It is one of the most vital brand elements and is a key tool for communication and brand differentiation that will stimulate emotional responses from consumers (Muller et al., 2013).

The logo conveys the concept of a brand as a summary of information about marketing efforts. It can thus affect a consumer's commitment to the specific brand and ultimately affect company performance (Japutra et al., 2015). Logos can produce positive or negative emotions in customers. The success of a logo depends on the intensity of the positive feeling it evokes in customers and to what extent these emotions affect a consumer's attitude (Singla & Aggarwal, 2020).

Consumer attitude toward a brand is a vital association (Pitta & Katsanis, 1995). Brand attitude conveys the willingness of a consumer to respond favorably or unfavorably to that brand and reflects a relatively stable brand assessment (Baumgarth, 2014). An attitude reflects a behavioral desire that can be used to predict consumer behavior (Kudeshia & Kumar, 2017). In the current study, which is based on schema incongruity theory, the logo is a stimulus that shapes consumer assessments and attitudes

toward a brand. It is a physical representation of brand meaning for consumers (César Machado et al., 2021; Mininni, 2005) and shapes consumer attitudes toward the brand (Henderson & Cote, 1998).

Selecting a proper logo that communicates information about a company and promotes positive brand recognition is essential (Robertson, 1989; Vartorella, 1990, César Machado et al., 2021). After a logo has been selected, efforts should be made to make it well-known, which can positively affect consumer attitudes in the market (Hynes, 2009). Thus, in the current study, based on schema incongruity theory, the first research hypothesis is as follows:

**H1:** Logo attitude has a significant positive direct effect on brand attitude.

### **Brand attitude and brand experience**

Brand experience communicates how the consumer perceives the brand (Zarantonello & Schmitt, 2015). It comprises the subjective responses by a consumer that are evoked by the specific experiential attributes associated with the brand. Brand experience includes how consumers perceive the design and identity as being linked to the brand and attitudes about the quality of service, packaging, and more (Hwang et al., 2021). Various factors, including product variety, quality, and corporate image, create conditions that form brand experience (Dolbec & Chebat, 2013). A successful brand experience will create unforgettable feelings in the consumer that make the consumer want to repeat the brand experience (Pine & Gilmore, 1998; Moreira et al., 2017).

In schema incongruity theory, when a consumer encounters a stimulus (“logo”, in this case), a response forms depending upon whether the experience is congruent or incongruent with consumer expectations (here, “the fit between a parent brand and its brand extension”). The current study has focused on the role of the brand experience by considering the relationship between logo attitude and brand extension attitude. To consider the effect of logo attitude on consumer experience, the role of brand attitude has been investigated.

To the best of our knowledge, this is the first study to consider the effect of brand attitude on brand experience. Gómez-Suárez and Yagüe (2021) studied attitudes toward a specific event with emotional experience. From the marketing perspective, understanding how consumers experience a brand will help to improve a company’s marketing strategies (Brakus et al., 2009). Brand experience is one of the most important elements related to brand attitude and can help formulate strong marketing strategies to achieve a competitive advantage (Rajumesh, 2014).

Foroudi et al. (2021) defined brand attitude as the consumer's expectations about a brand. Brands with more desirable elements for a consumer will be attractive, creating a brand advantage (Siitonen, 2017). Brand experience shows consumers' level of knowledge and awareness towards a brand (Rajumesh, 2014) and shapes their behavioral responses toward it (Brakus et al., 2009; Ding & Tseng, 2015).

Attitudinal responses toward a brand directly affect consumer reactions toward the brand (Gómez-Suárez & Yagüe, 2021). As brand attitude is a behavioral desire that predicts behavior (Kudeshia & Kumar, 2017), it can affect the brand experience. Experiential marketing, through consumer interactions, allows them to communicate with the brand and develop a specific attitude toward it (Gómez-Suárez & Yagüe, 2021). Again, based on schema incongruity theory, the second research hypothesis is as follows:

**H2:** Brand attitude has a significant positive direct effect on brand experience.

### **Brand experience and brand equity**

Brand equity is an intangible asset for firms. It is defined as a set of assets and liabilities related to a brand, its name, and the symbols that add to or subtract from the value of a product or service to the company and its customers. Brand equity represents the value that the brand adds to a product and reflects the brand's position in the eyes of consumers (Hati et al., 2022). From a financial perspective, brand equity is the value of the financial assets created by the brand (Chang & Liu, 2009). Consumer-based brand equity develops when consumers are familiar with a brand and consider brand associations as desirable, influential, and unique (Lee et al., 2011). Influential consumer-based brand equity is created when consumers have unique recollections about the brand (Siitonen, 2017). Brand

equity usually relates to a brand's descriptive or intangible aspects and represents customer perceptions about the brand (Delafrooz et al., 2019).

The appraisal theory (Roseman, 1991) states that individuals evaluate different events before generating emotional responses. The form of emotions depends on the appraisal process and creates different reactions. In the brand consumption context, consumers tend to assess whether the brand experience offers value as manifested by excellent products, leading to brand equity as a reaction (Shahzad et al., 2018). A consumer then assesses the value of a product with that specific brand, which is the basis of customer brand equity (Xu & Chan, 2010).

Consumer experience with a brand in the long term can affect the relationship between the consumer and the brand based on its perceived value. Brand experience can encourage a favorable and profitable customer reaction and is a critical factor in creating and sustaining a brand's success (Rahman & Susila, 2022). As studies have shown (Akgözlü & Kılıç, 2021; Hepola et al., 2017; Moreira et al., 2017; Siitonen, 2017; Lin, 2015; Zarantonello & Schmitt, 2015; Dolbec & Chebat, 2013), based on appraisal theory, it can be assumed that brand experience plays a key role in creating brand equity. Therefore, the third hypothesis is:

**H3:** Brand experience has a significant positive direct effect on brand equity.

### **Brand experience and brand strength**

Brand strength is a perception based on brand value and consumer attitudes toward a brand. Brand strength reflects a vision of the brand attributes based on consumer perceptions rather than from its inherent and absolute attributes (Baniyani et al., 2021). Building a strong brand is the main goal of any company (Foroudi et al., 2021) and is desirable for marketers because brand strength has a high potential for delivering the result of marketing acceptance (Wymer, 2015). Brand strength is the degree to which consumers are attached to a brand (Strandvik & Heinonen, 2013). If a brand is well-known or if the target group has a good level of brand recognition, that brand will strengthen. The brand strength creates more trust in the target group, which then compares it favorably with other brands (Kia, 2012; Wymer, 2015). Whatever a consumer has seen, read, heard, learned, and sensed about a brand will determine its strength over time (Salehzadeh et al., 2018).

In appraisal theory, individuals react to different things differently. This reaction is similar to information processing for consumer behavior (Ding & Tseng, 2015). In the context of brand experience, consumers are active players experiencing a brand. Brand experience may serve as a subjective event that triggers consumer appraisal of a brand. It may trigger customer enthusiasm and satisfaction and encourage them to repeat such experiences from time to time (Rahman & Susila, 2022). It triggers brand awareness and association.

Experiential marketing can increase brand association by changing consumers' perceptions of the brand. In turn, consumers will appraise a brand's overall quality based on brand awareness/association. The magnitude of awareness about a brand can be a cue to infer the quality of that brand. Higher brand awareness and stronger brand association will increase brand strength (Ding & Tseng, 2015). Therefore, brand strength depends to a large extent on the consumer brand experience (Woodside & Walser, 2007). Based on appraisal theory, the fourth research hypothesis is as follows:

**H4:** Brand experience has a significant positive direct effect on brand strength.

### **Brand equity and brand extension attitude**

Brand extension is a popular marketing strategy used to introduce new products to the market without creating a new brand (Hesse et al., 2022). Brand extension expands a consumer's ability to choose different products with the same brand to increase customer loyalty, reduce advertising costs, add value to the product, and, ultimately, generate profits and value. Brand extension has become a popular strategy for achieving growth in a company (Ebrahimi & Bagheri-Galehsalimi, 2015).

The success rate when developing and marketing new products will determine a company's growth. When deciding on an appropriate brand name for a new product, the company should examine the trade-offs between brand extension and a new brand name (Punyatoya, 2013). Merging a new brand with an existing brand creates brand extension, and the existing brand is called a parent/original brand

(Liu & Choi, 2009). Marketers have argued that brand extension is appreciated by consumers and transfers their positive attitude about the parent brand to its extension (Bhat & Reddy, 2001). Customers evaluate brand extension according to 1) the quality of the parent brand, 2) the fit between the parent brand and the extension, and 3) the similarity of the extension to the parent brand. A perceived parent-extension fit indicates that the customer logically accepts the extension and has defined expectations. The perceived fit or similarity between the parent and extension can help predict the success of the extension (Hesse et al., 2022).

The decision to develop a brand extension is vital for an organization. Consumers may confuse brand extension with the copycat brand. The copycat brand tries to gain consumers' acceptance by imitating a leading brand's trade dress (Van Horen & Pieters, 2012). It copies the leader's brand name, logo, or packaging design to take advantage of the leader's brand's subsequent positive associations and marketing efforts. Copycat brands do not produce their products differently from others. They try to imitate the leaders using the same color, shape, style, and title or logo design on purpose and mislead the consumer that their products are the same quality as the original brand. Copying is intentional and is often considered a practical strategy. An essential prerequisite for the effectiveness of the brand imitation strategy is its similarity with the leading brand (Sedighi et al., 2007). The result is a false consumer perception of the additional value of a brand imitator (Cherenkov et al., 2020). From the leading brand's point of view, an imitation brand is a form of theft of their property. Copycat brands provide opportunities to minimize investment in market development and increase return on investment (Akbari et al., 2019).

However, although brand extension helps to exploit the vital assets of a business, it can also jeopardize the value of those assets (Aaker & Keller, 1990). The success of brand extension cannot necessarily be assumed (Volchner & Sattler, 2006; Pitta & Katsanis, 1995). Several assumptions about consumer behavior can help determine the success of a brand extension (Aaker & Keller, 1990). Categorization theory (Cohen & Basu, 1987) states that a consumer evaluates brand extension from two angles. 1) through piecemeal processing as a function of consumer beliefs about brand features based on evaluation of their value, 2) through category-based processing, where the evaluation of brand extension is a function of the general attitude of the consumer towards the parent brand (Aaker & Keller, 1990).

In the current study, we use categorization theory to argue that brand equity depends to a large extent on how consumers evaluate parent brands and the fit between the parent brand and its brand extension (Dwivedi & Merrilees, 2013; Volckner & Sattler, 2006; Liu & Choi, 2009). A positive attitude will be created among consumers if a parent brand is evaluated favorably. If the extended brand is considered desirable, new brand associations will develop in the consumer's mind (Lane & Jacobson, 1997). The parent brand evaluation forms through the perception of its value on the part of the consumer (Dwivedi & Merrilees, 2013). Brand equity of the parent brand for an extension will affect consumer ratings of the brand extension, which be reflected in the parent brand (Buil et al., 2009). Strong brand equity is valuable when extended to new product categories (brand extensions) (Liu et al., 2018).

Brand equity theory emphasizes that a brand can add value to a product or service. Thus, brand equity is focused on creating value, and brand extension is focused on the value inferred by the customer (piecemeal processing method). From brand equity theory and categorization theory, it can be assumed that brand equity is related to brand extension. Thus, the fifth research hypothesis is as follows:

**H5:** Brand equity has a significant positive direct effect on brand extension attitude.

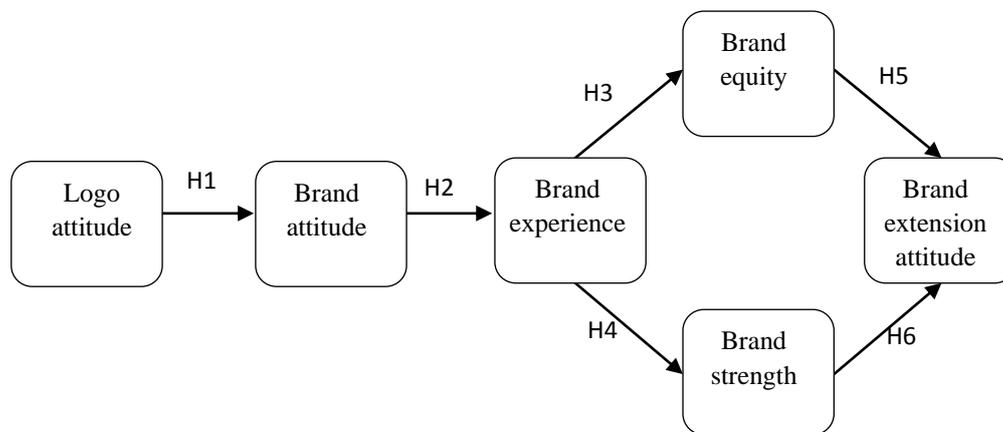
### **Brand strength and brand extension attitude**

Brand extension is a strategic approach to brand development (Pourazad et al., 2019). When used to launch a new product, brand extension strategy typically influences consumer evaluation of the parent brand (Dwivedi & Merrilees, 2013). In categorization theory, consumers evaluate brand extension through piecemeal and category-based processing. In category-based processing, brand extension evaluation is based on consumers' general attitudes toward the parent brand (Aaker & Keller, 1990). This general attitude is based on brand features such as high brand awareness, a good reputation, and well-established brand associations, known as "brand strength" (Wang & Zhang, 2018). Consumer perception about the parent brand can influence their perception of brand extensions, and there is a better transfer of perception toward extension product categories with stronger instead of weaker

categories. The strength of the parent brand association cannot be ignored (Wu & Yen, 2007) because organizations can increase their brand strength by strengthening their associations. The most significant benefit comes when consumers have strong and favorable associations in mind about a brand (Eggers & Eggers, 2022). A strong brand name can dramatically reduce the risk of delivering products to a new market through consumer awareness and knowledge about the parent brand (Aaker & Keller, 1990). A strong brand can create customer loyalty, increasing demand and profits in the future (Ray & Sharma, 2020). Accordingly, strong brands are more successful than weaker brands in brand extension (Aaker & Keller, 1990; Hem et al., 2013). Based on categorization theory (category-based processing method), the sixth hypothesis is as follows:

**H6:** Brand strength has a significant positive direct effect on brand extension attitude.

According to the previous discussion, Fig. 1 displays the conceptual research model.



**Figure 1.** Conceptual model

## Methodology

### Sample and data collection

A survey was designed to reach consumers of the dairy industry in Tehran, the capital of Iran. The data were collected through a self-administered questionnaire consisting of three parts. The first part described the purpose of the research, and the second collected demographic information. Part three comprised 29 questions that measured conceptual model variables based on a five-point Likert scale. All statements and scales were adapted from previous English language research. The survey questionnaire was first compiled in English and then translated into Farsi.

The validity of the questionnaire was measured as the content validity. An initial version of the questionnaire was provided to professors and experts in the field, who provided feedback on complex, inappropriate, or sensitive questions. Their feedback was incorporated into the questionnaire design to reduce potential measurement errors. A total of 480 questionnaires were distributed by the convenience sampling approach, and 384 valid questionnaires were ultimately collected and used for data analysis. The demographic features of the respondents for gender, age, and education indicated that the study sample ( $n = 384$ ) contained a higher proportion of males (64.3%) than females (35.7%). The largest percentage of respondents (40.6%) was aged 26-30. Regarding education level, BA graduates comprised the largest proportion of the sample population (40.4 %).

### Measurement

All constructs were operationalized based on existing literature. Six items were adapted from Foroudi et al. (2014) to conceptualize logo attitude. The brand attitude was measured with four items developed by Kudeshia and Kumar (2017). The brand experience indices were adapted from Brakus et al. (2009) and included five items. The brand equity was assessed through three items from Ansary and NikHashim (2017). The brand strength was assessed using three items from Hem et al. (2013). Finally, four items proposed by Dwivedi et al. (2010) were used to measure brand extension attitude.

## Results

The relationships proposed in the theoretical model were estimated using the partial least squares (PLS) method in SmartPLS4 software. Instead of assuming equal weights for all indicators, the Smart PLS algorithm allows each indicator to vary according to how much it contributes to the composite score of the latent variable (Salehzadeh & Khazaei-Pool, 2016). A structural equation model using the PLS method in its solution was analyzed and interpreted using the two-stage approach suggested by Anderson and Gerbing (1988). Initially, a measurement model was created subject to a series of validity checks. These validity assessments were the fit indices, convergent validity, discriminant validity, and construct reliability. After establishing the model fit, each structural parameter's significance, direction, and size were estimated.

### Measurement model assessment

#### Reliability and validity

Before testing the structural relations of the theoretical model, the proper conditions of reliability, convergent validity, and discriminant validity of the measurement model were verified. The reliability of each latent indicator was determined in the PLS model by factor analysis and was required to be greater than 0.5 (Fornell & Larcker, 1981). Table 1 shows that all indicators had appropriate factor loading. Thus, the latent variable indicators in the measurement model recorded sufficient reliability.

Construct reliability determines the internal consistency of the indicators that measure a concept. Cronbach's alpha is an index for reliability analysis in structural equations, which provides an estimate of reliability based on the internal correlation of the reagents. An appropriate value for it is greater than 0.7. Composite reliability (CR) also can be used to calculate reliability. Table 1 shows that all the composite reliability values and Cronbach's alpha coefficients were greater than 0.7; thus, the measurement model had appropriate construct reliability.

The convergent validity in the PLS model was determined as the average variance extracted (AVE). This index indicates the level of variance that a latent variable gets from its indicators. Values equaling 0.5 or greater for this criterion have been proposed. This value guarantees that at least 50% of the variance of a variable is defined by its indicators (Anderson & Gerbing, 1988). Table 1 shows that all extracted variance values were greater than 0.5; thus, the measurement model had suitable convergent validity.

**Table 1.** Results of Reliability and Validity tests

Variables	Items	Factor loading $\geq 0.5$	Alpha $\geq 0.7$	CR $\geq 0.7$	AVE $\geq 0.5$
Logo attitude	QLA1	0.82	0.89	0.86	0.79
	QLA2	0.84			
	QLA3	0.79			
	QLA4	0.71			
	QLA5	0.91			
	QLA6	0.89			
Brand attitude	QBA1	0.92	0.91	0.90	0.78
	QBA2	0.81			
	QBA3	0.93			
	QBA4	0.94			
Brand experience	QBEA1	0.73	0.90	0.88	0.71
	QBEA2	0.72			
	QBEB1	0.91			
	QBEB2	0.88			
	QBEI1	0.75			
	QBEI2	0.70			
	QBES1	0.90			
	QBES2	0.79			
Brand equity	QBE1	0.86	0.81	0.80	0.70
	QBE2	0.92			
	QBE3	0.78			
Brand strength	QBS1	0.90	0.83	0.81	0.73
	QBS2	0.68			
	QBS3	0.93			
Brand extension attitude	QBXA1	0.90	0.82	0.79	0.82
	QBXA2	0.72			
	QBXA3	0.83			
	QBXA4	0.89			
	QBXA5	0.91			

Discriminant validity tests assess to what extent two similar concepts can be clearly distinguished as measured by AVE. If the square root of AVE for each construct exceeds its correlation with other constructs, discriminant validity is demonstrated. Table 2 shows that the square root of AVE was found to exceed those of correlations between the construct and other constructs. All AVEs were greater than the squared multiple correlations; thus, discriminant validity was attained (Fornell & Larcker, 1981).

**Table 2.** Discriminant validity

	LA	BA	BX	BQ	BS	BXT
LA	0.85					
BA	0.46	0.86				
BEX	0.70	0.63	0.77			
BEQ	0.35	0.40	0.51	0.77		
BS	0.44	0.45	0.56	0.38	0.83	
BXA	0.33	0.30	0.46	0.41	0.51	0.88

Notes: LA: Logo attitude, BA: Brand attitude, BEX: Brand experience, BEQ: Brand equity, BS: Brand strength, BXA: Brand extension attitude.

### Model fit estimation

This study used two goodness-of-fit indices to assess how well the model fits the data. First, the goodness of fit (GOF) indices with the below formula was used:

$$\sqrt{\text{Average (Communality)} \cdot R^2}$$

This index is between zero and one, and values close to one represent the quality of the model. The values of 0.01, 0.25, and 0.36 have been introduced as weak, moderate, and strong values for GOF. The GOF of the structural model was statistically significant, with a value of 0.41. Second, the standardized root mean residual (SRMR) was used to evaluate model fitness (Henseler et al., 2014). A cutoff value close to 0.08 for SRMR was used to determine the study's adequacy of the model fit (Hu & Bentler, 1999). The SRMR of the model is 0.04, indicating a reasonably good overall model fit.

Analysis of  $R^2$  represents the predictive relevance of the model.  $R^2$  values of 0.26, 0.13, and 0.02 in the PLS path model represent substantial, moderate, and weak, respectively. It can be concluded that the structural model for the present research had sufficient predictive power. Table 3 shows the goodness-of-fit indices of the structural model.

**Table 3.** Goodness-of-fit of the structural model

Variable	R2
Logo attitude	
Brand attitude	0.55
Brand experience	0.53
Brand equity	0.52
Brand strength	0.18
Brand extension attitude	0.51
Goodness-of-fit	0.41
SRMR	0.04

### Assessment of structural model

After assessing the validity and reliability of the variables, the path coefficient and  $t$ -statistic were used to test the hypotheses. Two partial indices of " $t$ " and " $P$ " were used. The path coefficients ( $\beta$ ) can be accepted when the  $t$ -statistic is greater than 1.96 ( $p < 0.05$ ). Figures 2 and 3 show the path coefficients and  $t$ -statistics of the hypotheses.

Table 4 shows the results of hypothesis testing. It shows that the logo attitude had significant effects on brand attitude ( $\beta = 0.71$ ;  $p < 0.05$ ), which confirms H1. Brand attitude also strongly affected brand experience ( $\beta = 0.89$ ;  $p < 0.05$ ), which confirms H2. The brand experience was shown to have a positive and significant influence on brand equity ( $\beta = 0.69$ ;  $p < 0.05$ ) and brand strength ( $\beta = 0.52$ ;  $p < 0.05$ ), which supports H3 and H4. Brand equity was positively related to brand extension attitude ( $\beta = 0.61$ ;  $p < 0.05$ ), which supports H5. Brand strength was found to significantly affect brand extension attitude ( $\beta = 0.57$ ;  $p < 0.05$ ), which supports H6.

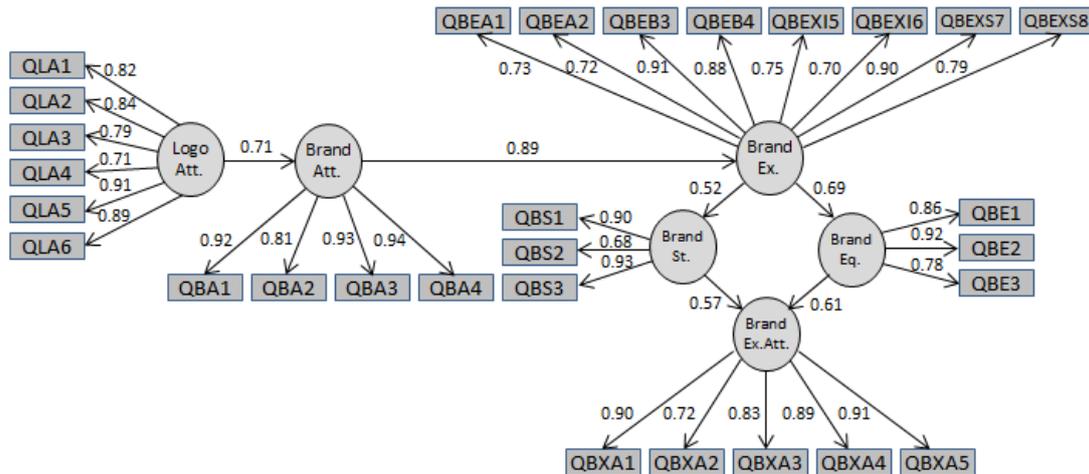


Figure 2. Path coefficients

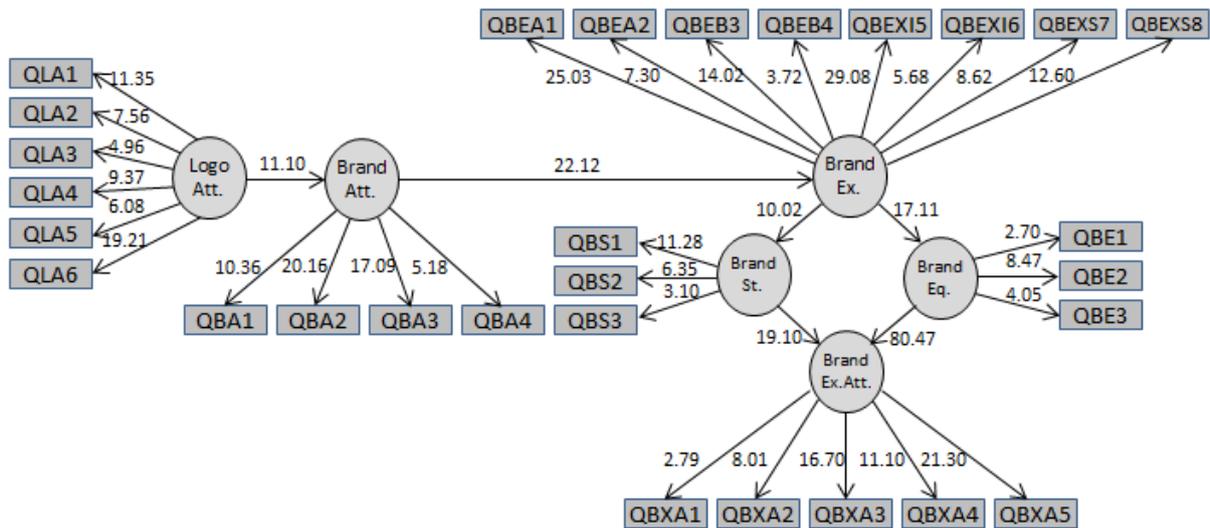


Figure 3. T-statistic

Table 4. Results of hypotheses testing

Hypotheses	$\beta$	T	Result
H1: LA $\rightarrow$ BA	0.71	11.10	Confirmed
H2: BA $\rightarrow$ BEX	0.89	22.12	Confirmed
H3: BEX $\rightarrow$ BEQ	0.69	17.11	Confirmed
H4: BEX $\rightarrow$ BS	0.52	10.02	Confirmed
H5: BEQ $\rightarrow$ BEA	0.61	08.47	Confirmed
H6: BS $\rightarrow$ BEA	0.57	19.10	Confirmed

### Discussion and Implications

The current study sought to establish a relationship between logo attitude and brand extension attitude based on schema incongruity theory, appraisal theory, and categorization theory. The findings contribute to the literature about branding, especially brand extension, by proposing a conceptual framework after an extensive literature review. The mechanism by which logo attitude is linked to brand extension attitude has been explained.

The findings indicate that logo attitude affects brand extension attitude through brand attitude, brand experience, brand equity, and brand strength. These findings offer several potential implications for managers. The results show that logo attitude had a significant direct effect on brand attitude ( $\beta = 0.71$ ;  $p < 0.05$ ). This finding is in line with the results of Muller et al. (2013), which highlighted the importance of specific logo characteristics in explaining logo attitude. Our findings show that consumer attitudes about dairy product logos can provide a good identification and improve brand

attitude. To create a better brand attitude with the aim of brand extension, managers can invest in improving consumer logo attitudes to prompt consumers to choose a product with that logo from among other products. To improve logo attitude, managers should consider the logo's color and shape, as these elements can influence the perceived meaning of the logo. They also should consider consumer perceptions of the logo typefaces because many logos contain words in addition to images and characters. If a consumer responds favorably to the logo and easily remembers the brand logo, that positive attitude will indirectly affect the brand extension attitude.

The current study determined that brand attitude had a significant direct effect on brand experience ( $\beta = 0.89$ ;  $p < 0.01$ ). This finding is similar to Gómez-Suárez and Yagüe (2021), who investigated the impact of attitude toward a specific event on emotional experience. This result means that to create a positive experience in consumers' minds about dairy product brand extension, managers could create and manage positive brand attitudes, as the brand attitude is the underlying process of brand extension evaluation. Attitude is how consumers perceive a brand stimulus and respond to it. Managers should focus on the similarity and likability of the extended dairy brand to the parent brand. In this regard, they should select a proper branding strategy to determine a brand name that reflects this similarity. They can also use marketing tools such as brand-based advertisements, community sponsorship, and sales promotions to shape consumer attitudes toward dairy products that lead to brand experience. It means that managers should create a sensible brand with a good reputation that consumers prefer and respond positively to. If the brand has a persona that distinguishes itself from competitors and is one of the best in the dairy sector, it can improve the consumer brand experience.

The current also examined the effect of brand experience on brand equity ( $\beta = 0.69$ ;  $p < 0.05$ ). The findings were consistent with those from previous research (Dolbec & Chebat, 2013; Siitonen, 2017; Zarantonello & Schmitt, 2015; Moreira et al., 2017; Lin, 2015; Hepola et al., 2017; Xixiang & Gilal, 2016; Xu & Chan, 2010). The level of Consumers' expectations goes beyond simply satisfying their needs. They look for a remarkable experience with whatever has been offered in the market. Confirming this hypothesis means that managers can use the brand experience as an effective strategy to influence the emotions and psyche of customers. Brand experience will ultimately lead to the creation of brand equity in a highly competitive market. To create a positive experience in consumers about the brand extension, managers should work on dairy product branding from the sensory perspective to make a strong impression on consumers' visual and other senses. Managers should create a brand that induces feelings and sentiments. In this regard, they can use emotional marketing communication approaches in the form of emotional advertisements (offline and online), unique online campaigns, and mobile applications, which lead to positive word-of-mouth, likes, and offers (online/ social media) and improve brand equity. They also can use creative brand elements, such as logos, packaging, colors, and designs. These items attract consumer attention and improve their experience.

The current study also supported the finding of a significant correlation between brand experience and brand strength ( $\beta = 0.52$ ,  $p < 0.05$ ), which is in line with the results of Woodside and Walser (2007). They concluded that brand experience strongly influenced the building of strong brands in retailing. To sway consumer brand extension attitudes, managers should plan branding activities to attract consumers' attention when encountering the brand. They can use advertisements that strengthen cognitive engagement by the customer. They can also monitor their advertisement agency to design ads through which the customer perceives that the dairy product will contain the advertised properties. These ads lead consumers to trust the brand because it provides the values promised to them. Brand experience positively affects intentions and reliability components, creating trust in customers and leading to brand strength. Reliable customer service is another way to improve the brand experience. One of the easiest ways to do this is to design an attractive physical environment where customers can purchase products as they enjoy their visit while shopping. High-quality home delivery services also could be offered to customers desiring such an option.

The positive effect of brand equity on brand extension attitude ( $\beta = 0.61$ ;  $p < 0.05$ ) is supported by the findings of Butcher et al. (2016). They examined gamer perceptions of video game brand extensions and concluded that gamer characteristics and extension characteristics affected extension attitude due to brand equity (Moreira et al., 2017). We found that brand managers should create a brand that evokes a positive attitude in consumers so that they will tend to choose that brand over

others. It should be noted that a positive brand extension attitude will attract consumers even when other brands have similar features. Managers should focus on targeting and positioning strategies by positioning their dairy products uniquely and explaining their brand position clearly. This way, they can help customers remember the product features that are most important to them. Managers also should try to target specific consumers. These can be identified through visits to retailers, websites, or social media. Managers then should focus on identifying the target market for the brand and plan to enhance brand awareness in the target group of consumers.

The effect of brand strength on brand extension attitude was confirmed ( $\beta = 0.57$ ;  $p < 0.05$ ) and was similar to the research results of Aaker and Keller (1990) and Hem et al. (2013). Hem et al. (2013) showed that extending brands into categories with few established competing brands and product categories familiar to the consumer increases the likelihood of brand extension success. Confirming this hypothesis means managers should diagnose and understand the strength of their brand. The strength of a dairy brand is related to customer perceptions about its reputation and competing position, which develops trust and attachment to it. To improve brand extension attitude, managers should differentiate their brand from competitors based on brand strength. Managers can create this differentiation through good-quality products, more product choices, and discounts.

### **Limitations and future research suggestions**

The limitations of this study offer opportunities for future research. Firstly, our sample comprised brand consumers in the city of Tehran in the area of dairy products, which is a type of manufacturing; thus, the results may differ for a service industry. Future studies could widen their focus to investigate the service industry and compare their results with those from the current study. Secondly, the present research investigated the mechanism by which logo attitude affects brand extension attitude regardless of the role of moderating variables. It is recommended that future studies examine brand modernity, which can moderate the impact of logo attitude on brand attitude. Inelasticity demand, which moderates the effect of brand equity on attitudes toward brand extension, also could be studied. Finally, the current model considered the final consumer level. The results could differ if examined at the B2B level. This level is suggested as a focus of future investigations.

## References

- Aaker, D. A., & Keller, K. L. (1990). Consumer evaluations of brand extensions. *Journal of Marketing*, 54(1), 27-41.
- Akbari, M., Ebrahimpour Azbari, M., & Darjani, A. (2019). The Impact of Copycat Brand on Copycat Avoidance: the Moderating Role of Consumer Ethics. *Journal of Business Administration Researches*, 11(21), 1-23.
- Akgözlü, E. & Kılıç, S. (2021). The meditating effect of brand love in the relationship between brand experience and brand equity. *Business & Management Studies: An International Journal*, 9(2), 625-648.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: a review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.
- Ansary, A., & Nik Hashim, N. M. H. (2017). Brand image and equity: the mediating role of brand equity drivers and moderating effects of product type and word of mouth. *Review of Managerial Science*, 11(39), 1-34.
- Baniyani, A., Ahmadi, M. H., Motamedi, M., & Gholami, M. (2021). Providing a model for brand strength in banking industry using yazd city banks. *Asia Pacific Management Review*, 26(2), 78-85.
- Bapat, D., & Thanigan, J. (2016). Exploring relationship among brand experience dimensions, brand evaluation and brand loyalty. *Global Business Review*, 17(6), 1357-1372.
- Baumgarth, C. (2014). This theatre is a part of me: Contrasting brand attitude and brand attachment as drivers of audience behavior. *Arts Marketing: An International Journal*, 4(1/2), 87– 100.
- Bhat, S. & Reddy, S. K. (2001). The impact of parent brand attribute associations and affect on brand extension evaluation. *Journal of Business Research*, 53(3), 111 –122.
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it? Does it affect loyalty?. *Journal of Marketing*, 73(3), 52-68.
- Buil, I., Chernatony, L. D., & Hem, L. E. (2009). Brand extension strategies: perceived fit, brand type, and culture influences. *European Journal of Marketing*, 43(11/12), 1300- 1324.
- Butcher, L., Tang, Y., & Phau, I. (2016). Insights into perceptions of brand extensions of the video game industry. *Australasian Marketing Journal*, 25(3), 215-224.
- César Machado, J., Fonseca, B., & Martins, C. (2021). Brand logo and brand gender: examining the effects of natural logo designs and color on brand gender perceptions and affect. *Journal of Brand Management*, 28(2), 152-170.
- Chang, H. H., & Liu, Y. M. (2009). The impact of brand equity on brand preference and purchase intentions in the service industries. *The Service Industries Journal*, 29(12), 1687-1706.
- Chererkov, V. I., Starov, S. A., & Gladkikh, I. V. (2020). Brand imitation in the modern simulacrum market versus marketing ethics. *Vestnik Management*, 19(2), 203-226.
- Cohen, J. B. & Basu, K. (1987). Alternative Models of Categorization: Toward a Contingent Processing Framework. *Journal of Consumer Research*, 13 (March), 455- 72.
- Delafrooz, N., Akbari, M., Rahmati, Y., & Taghizadeh Joorshari, M. (2019). Identify and validate the dimensions and metrics of brand equity. *Journal of Business Management Perspective*, 17(36), 57-73.
- Dimitriu, R., Warlop, L., & Samuelsen, B. M. (2017). Brand extension similarity can backfire when you look for something specific. *European Journal of Marketing*, 51(5/6), 850- 868.
- Ding, C. G., & Tseng, T. H. (2015). On the relationships among brand experience, hedonic emotions, and brand equity. *European Journal of Marketing*, 49(7/8), 1-39.
- Dolbec, P. Y., & Chebat, J. C. (2013). The Impact of a Flagship vs. a Brand Store on Brand Attitude, Brand Attachment and Brand Equity. *Journal of Retailing*, 89(4), 460-466.
- Dwivedi, A., Merrilees, B., & Sweeney, A. (2010). Brand extension feedback effects: A holistic framework. *Journal of Brand Management*, 17(5), 328–342.
- Deng, Q. C. & Messinger, P. R. (2022). Dimensions of brand-extension fit. *International Journal of Research in Marketing*, 39, 764–787.
- Dwivedi, A., & Merrilees, B. (2013). Retail brand extensions: Unpacking the link between brand extension attitude and change in parent brand equity. *Australasian Marketing Journal*, 21(2), 75-84.
- Ebrahimi, H., & Bagheri Galehsalimi, M. (2015). Brand Extension Feedback: The Role of Advertising (Case Study: Tabarrok Company Products). *Journal of Marketing Management*, 10(26), 93–114.
- Eggers, F., & Eggers, F. (2022). Drivers of autonomous vehicles—analyzing consumer preferences for self-driving car brand extensions. *Marketing Letters*, 33(1), 89-112.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.
- Foroudi, P., Melewar, T. C., & Gupta, S. (2014). Linking corporate logo, corporate image, and reputation: An examination of consumer perceptions in the financial setting. *Journal of Business Research*, 67(11), 2269-2281.

- Foroudi, P., Palazzo, M. & Sultana, A. (2021). Linking brand attitude to word-of-mouth and revisit intentions in the restaurant sector. *British Food Journal*, 123 (13), 2021. 221-240.
- Gómez-Suárez, M. & Yagüe, M. J. (2021). Making Sense from Experience: How a Sustainable Multi-Sensory Event Spurs Word-of-Mouth Recommendation of a Destination Brand. *Sustainability*, 13(11), 58-73.
- Grinsven, B. V., & Das, E. (2014). Logo design in marketing communications: Brand logo complexity moderates exposure effects on brand recognition and brand attitude. *Journal of Marketing Communications*, 22(3), 256- 270.
- Hem, L. E., Iversen, N. M., & Olsen, L. E. (2013). Category characteristics' effects on brand extension attitudes: A research note. *Journal of Business Research*, 67(8), 1589-1594.
- Hati, S. R. H., Prasetyo, M. B. & Hendranastiti, N. D. (2022). Sharia vs non-sharia compliant: which gives much higher financial-based brand equity to the companies listed in the Indonesian stock market?, *Journal of Islamic Marketing*, 1759-0833.
- Hesse, A., Bündgen, K., Claren, S. & Frank, S. (2022). Practices of brand extensions and how consumers respond to FMCG giants' greening attempts. *Journal of Brand Management*, 29, 520–537.
- Henderson, P. W., & Cote, J. A. (1998). Guidelines for selecting or modifying logos. *Journal of Marketing*, 62(2), 14–30.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., ... & Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational research methods*, 17(2), 182-209.
- Hepola, A., Karjaluoto, H., & Hintikka, A. (2017). The effect of sensory brand experience and involvement on brand equity directly and indirectly through consumer brand engagement. *Journal of Product & Brand Management*, 26(3), 282-293.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.
- Hultman, M., Papadopoulou, C., Oghazi, P., & Opoku, R. (2021). Branding the hotel industry: The effect of step-up versus step-down brand extensions. *Journal of Business Research*, 124, 560-570.
- Hwang, J., Choe, J. Y. J., Kim, H. M., & Kim, J. J. (2021). Human baristas and robot baristas: How does brand experience affect brand satisfaction, brand attitude, brand attachment, and brand loyalty?. *International Journal of Hospitality Management*, 99, 103050.
- Hynes, N. (2009). Color and meaning in corporate logos: An empirical study. *Journal of brand management*, 16(8), 545- 555.
- Japutra, A., Keni, K., & Nguyen, B. (2015). The impact of brand logo identification and brand logo benefit on Indonesian consumers' relationship quality. *Asia-Pacific Journal of Business Administration*.
- Jun, S. Y., Park, H. K., & Kim, K. H. (2022). The effects of nostalgia marketing on consumers' brand extension evaluation. *Journal of Brand Management*, 29(3), 271-286.
- Karbasi, A., & Aghasafari, H. (2017). Investigating the effecting factors on consumer's tendency towards branded dairy products. *Journal of food science and technology*, 14(72), 327-336.
- Kia, A. R. (2012). Investigation of the Effects of Corporation Ability Association and Brand Awareness on Repurchase Intention and Mediator Roles of Quality Perception and Brand Resonance in Consumer Decision Marketing Process. *Journal of Marketing Management*. 7(14), 89–103.
- Kraus, A., & Gierl H. (2017). The logo matters: The effect of the logo type on the attitude towards co-products. *International Journal of Advertising*, 36 (5), 743-760.
- Kudeshia, C., & Kumar, A. (2017). Social eWOM: Does it affect the brand attitude and purchase intention of brands? *Management Research Review*, 40(3), 1-38.
- Lane, V., & Jacobson, R. (1997). The Reciprocal Impact of Brand Leveraging: Feedback Effects from Brand Extension Evaluation to Brand Evaluation. *Marketing Letters*, 8(3), 261–271.
- Lee, H. M., Lee, C. C., & Wu, C. C. (2011). Brand image strategy affects brand equity after M & A. *European Journal of Marketing*, 45(7/8), 1091-1111.
- Liang, B., & Fu, W. (2021). The choice of brand extension: the moderating role of brand loyalty on fit and brand familiarity. *Journal of Marketing Analytics*, 9(1), 17-32.
- Lin, Y. H. (2015). Innovative brand experience's influence on brand equity and brand satisfaction. *Journal of Business Research*, 68(11), 2254-2259.
- Lithopoulos, A., Dacin, P. A., Tremblay, M. S., & Latimer-Cheung, A. E. (2021). Exploring determinants of brand extension attitude to promote optimal levels of movement among children and youth. *Journal of Social Marketing*.
- Liu, S. C., & Choi, T. M. (2009). Consumer attitudes towards brand extensions of designer-labels and mass-market labels in Hong Kong. *Journal of Fashion Marketing and Management*, 13(4), 527-540.
- Liu, Y., Foscht, T., Eisingerich, A. B., & Tsai, H. T. (2018). Strategic management of product and brand extensions: Extending corporate brands in B2B vs. B2C markets. *Industrial Marketing Management*, 71, 147-159.

- Mandler, G. P. (1982). The structure of value: Accounting for taste. In *Affect and cognition: The 17th annual Carnegie symposium on cognition*, ed. M.S. Clark and S.T. Fiske, 3–36. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Meyers-Levy, J., T. A. Louie, & Curren, M. T. (1994). How does the congruity of brand names affect evaluations of brand name extensions?. *Journal of Applied Psychology*, 79 (1), 46–53.
- Mininni, T. (2005). Marketing metrics and package design. Retrieved January, 17, 2007.
- Moreira, A. C., Fortes, N., & Santiago, R. (2017). Influence of sensory stimuli on brand experience brand equity and purchase intention. *Journal of Business Economics and Management*, 18(1), 68–83.
- Muller, B., Kocher, B., & Crettaz, A. (2013). The effects of visual rejuvenation through brand logos. *Journal of Business Research*, 66(1), 82-88.
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(4), 97–105.
- Pitta, D. A., & Katsanis, L. P. (1995). Understanding brand equity for successful brand extension. *Journal of consumer marketing*, 12(4), 51-64.
- Pourazad, N., Stocchi, L., & Pare, V. (2019). Brand attribute associations, emotional consumer-brand relationship and evaluation of brand extensions. *Australasian marketing journal*, 27(4), 249-260.
- Prados-Pena, M. B., & Del Barrio-García, S. (2021). Key antecedents of brand equity in heritage brand extensions: the moderating role of tourist heritage experience. *European Research on Management and Business Economics*, 27(3), 100-153.
- Punyatoya, P. (2013). Consumer Evaluation of Brand Extension for Global and Local Brands: The Moderating Role of Product Similarity. *Journal of International Consumer Marketing*, 25(3), 198–215.
- Rahman, Z. A., & Susila, I. (2022, June). The Impact of Brand Experience to the Brand Loyalty Mediated by Emotional Brand Attachment. In *International Conference on Economics and Business Studies (ICOEBS 2022)* (pp. 280-287). Atlantis Press.
- Rajumesh, S. (2014). The impact of consumer experience on brand loyalty: The mediating role of brand attitude. *International Journal of Management and Social Sciences Research (IJMSSR)*, 3(1), 73-79.
- Robertson, H., & Kim, R. (1989). Strategically desirable brand name characteristics. *Journal of consumer marketing*, 6(3), 61-71.
- Ray, R. & Sharma, M. (2020). Antecedents of Brand Strength and Its Impact on Global Branding of Indian IT Organizations. *Journal of Asia-Pacific Business*, 21 (4), 291-313.
- Roseman, Ira J. (1991). Appraisal Determinants of Discrete Emotions?. *Cognition and Emotion*, 5, 161-200.
- Salehzadeh, R., & Khazaei Pool, J. (2016). Brand Attitude and Perceived Value and Purchase Intention toward Global Luxury Brands. *Journal of international consumer marketing*, 29(2), 78- 82.
- Salehzadeh, R., Khazaei Pool, J., & Jafari Najafabadi, A. H. (2018). Exploring the relationship between corporate social responsibility, brand image and brand equity in Iranian banking industry. *Journal of Islamic Accounting and Business Research*, 9(2), 106-118.
- Sedighi, H., Akbari, M., & Kazeminia, A. (2017). Investigating the effect of imitation level, imitation type and brand language on recognition of original brand from copycat. *Quarterly Journal of Brand Management*, 4(2), 11-42.
- Septianto, F. & Paramita, W. (2021). Cute brand logo enhances favorable brand attitude: The moderating role of hope. *Journal of Retailing and Consumer Services*, 63, 1-9.
- Singla, V. & Aggarwal, N. (2020). Understanding the effect of change in logo elements on brand attitude: A study of three logos. *Birla Institute of Management Technology*, 1-21.
- Shahzad, F. M., Bilal, M., Xiao, J. & Yousaf, T. (2018). Impact of smartphone brand experience on brand equity: With mediation effect of hedonic emotions, utilitarian emotions and brand personality. *Journal of Islamic Marketing*, 10 (2), 440-464.
- Siitonen, H. (2017). The impact of brand image on consumer experience: Company X. Bachelor's Thesis Degree Programme in Business Administration, Haaga-Helia University of applied sciences, 10 September.
- Srivastava, K., & Sharma, N. K. (2013). Consumer attitude towards brand extension. *Journal of Indian Business Research*, 5(3), 177-197.
- Strandvik, T. M. & Heinonen, K. (2013). Diagnosing service brand strength: consumer-dominant brand relationship mapping. *Journal of Service Management*, 24(5), 502-519.
- Van Horen, F., & Pieters, R. (2012). Consumer evaluation of copycat brands: The effect of imitation type. *International Journal of Research in Marketing*, 29(3), 246-255.
- Vartorella, W. (1990). Doing the bright thing your company logo. *Advertising age*, 61(3), 31- 50.
- Volckner, F., & Sattler, H. (2006). Drivers of Brand Extension Success. *Journal of Marketing*, 70(2), 18-34.
- Wang, X., & Zhang, Q. (2018). Does online service failure matter to offline customer loyalty in the integrated multi-channel context? The moderating effect of brand strength. *Journal of Service Theory and Practice*, 28(6), 774-806.

- Wasanthamali, I. M. P. W. (2015). A study on impact of brand extension on brand personality with the mediating effect of perceived quality (Special reference to dairy industry in Sri Lanka) (Doctoral dissertation, Uva Wellasa University of Sri Lanka).
- Woodside, A. G., & Walser, M. G. (2007). Building strong brands in retailing. *Journal of Business Research*, 60(1), 1–10.
- Wu, c., & Yen, Y. C. (2007). How the strength of parent brand associations influence the interaction effects of brand breadth and product similarity with brand extension evaluations. *Journal of Product & Brand Management*, 16(5), 334 – 341.
- Wymer, W. (2015). Nonprofit brand strength's moderational role. *Ekonomskivjesnik: Review of Contemporary Entrepreneurship, Business, and Economic Issues*, 28(S), 155-166.
- Xixiang, S., & Gilal, R. G. (2016). Brand Experience as a Contemporary Source of Brand Equity in 21st Century: Evidence from the Chinese Consumer Market. *International Journal of Education and Research*, 4(9), 63-76.
- Xu, J. B., & Chan, A. (2010). A conceptual framework of hotel experience and consumer-based brand equity. *International Journal of Contemporary Hospitality Management*, 22(2), 174-193.
- Yuen, T. W., Nieroda, M., He, H., & Park, Y. (2021). Can dissimilarity in product category be an opportunity for cross-gender brand extension?. *Journal of Business Research*, 135, 348-357.
- Zarantonello, L., & Schmitt, B. H. (2015). The impact of event marketing on brand equity. *International Journal of Advertising*, 32(2), 255-280.
- Zonoozi, S. J. & Ghahremanpour P. (2021). Presenting the model of new product development based on customer relationship management and entrepreneurial orientation in Iran's dairy companies. *Journal of Business Administration Researches*, 12(24), 215–238.