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Brand Equity through Customer Engagement in Social Media: A Critical Review

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Abstract: *In the context of present competitive environment, brands are the crucial drivers regarding product purchase, revenue and profit generation. Hence, Brands constitute an important intangible asset for the firms. Simultaneously, with the advent of internet, IT services and social media network information services, consumers are turning away from traditional sources of communication such as press, radio, television as used by various companies in past. Now a days, consumers take their decisions largely based on their trust on friends, family and online product reviews, and all of these are found in the social media network environment. Similarly, various authors highlighted brand identity approach for creating brand equity as employee constitute the original source of brand equity. Thus, present research gives important theoretical insights on the development of brand equity through customer engagement in social media. This research tries to assimilate the five dimensions of Aaker's well-known conceptual framework of brand equity with the process of customer engagement in social media along with brand identity approach through employee engagement and thus, an integrated conceptual framework has been developed.*
Keywords: *Brand Equity, Customer Engagement, CLV, Employee Engagement, Social Media.*

I. Introduction

With the advent of internet and IT services, the ways through which people exchange information and how individuals communicate with each other have been changed enormously over the last years (Hennig-Thurau et al., 2010). In this regard, social networks have become gradually more central to sharing and spreading information and therefore companies are realizing the opportunity of providing information to their customers by establishing social network information services. Hence, Social media networks like Facebook, Twitter, YouTube etc. are becoming more and more vital in business communication. According to studies, customers considered social media as a more reliable source of information regarding products and services than the corporate-sponsored communications transmitted via the traditional elements of promotion mix (Foux, 2006). Hence, Customers are turning away from traditional sources of communication such as press, radio, television used by various companies to interact with them, and customers regularly demand more control over the media content. Social media fulfilled their demand by covering a wide range of online forums including blogs, company sponsored websites and discussion boards, consumer-to-consumer e-mails, product or service ratings forums, internet discussion boards and forums, microblogs and social networking websites etc. (Vollmer & Precourt, 2008).Similarly, studies suggested that customer engagement (CE) is an important strategic imperative for generating brand equity (Passikoff & Schultz, 2007). Hence, social media channels have become very important for the process of customer engagement and the development of brand equity. Thus, this paper develops a new integrated conceptual framework, seeking the role of customer engagement through social media in building brand equity. The proposed model utilizes the five dimensions of Aaker's well-known conceptual framework of brand equity along with brand identity concept given by Burmann et al. (2009). Firstly, authors describe the development of propositions in the conceptual framework. Secondly, they introduce the customer engagement based brand equity model through social media and finally the future research and managerial implications is discussed at end.

II. Theoretical Background

In business practice, the term ‘‘engagement’’ was first introduced by Appelbaum in the year 2001. During the last two decades, the concept of ‘‘engagement’’ has been used in various fields including marketing, psychology, sociology, political science, and organizational behavior (Brodie et al., 2011; Hollebeek, 2011; Van Doorn et al., 2010; Ilic, 2008). Voyles (2007) emphasized “companies are now realizing that engagement is also a more strategic way of looking at customer and stakeholder relationships”. Hence, major companies like Starbucks, have made customer engagement central to their customer strategy (Belicove, 2010). Kumar et al. (2010) defined customer engagement as, “Active interactions of a customer with a firm, with prospects and with other customers, whether they are transactional or non-transactional in nature”. As stated earlier, with the advent of internet, IT services and social media network information services, consumers are turning away from traditional sources of communication and are choosing online product reviews posted by users on social media as basis of their purchase decision making. Nielsen (2012) reported that 46% of online users use social media when making purchase decisions online. Hence, engagement of consumers in social media has become very important for researchers and practitioners regarding brand equity as research is needed in this area to develop further academic and managerial insights.

Conceptual Framework: Theoretical Foundations

Before moving into how customer engagement in social media relates to various dimensions of brand equity, based on our literature review and exploratory work, we first define and delimit the concept of brand equity, and then explain the various relationships between the constructs.

Brand Equity

Brand Equity can be defined from the different perspectives of manufacturer, retailer, investor or consumer. While manufacturers and retailers are interested in the strategic implications of the brand equity, investors are more concerned for a financially defined concept (Cobb-Walgren et al., 1995). In financial perspective, brand equity is defined as the total value of a brand which is a separable asset - when it is sold, or included in a balance sheet (Feldwick, 1996). Alternatively, it can also be defined as the incremental cash flows which accrue to branded products over unbranded products (Simon & Sullivan, 1993). Brand equity has been defined as “outcomes that accrue to a product with its brand name compared with those that would accrue if the same product did not have the brand name” (Ailawadi, Lehmann, and Neslin, 2003).

In marketing literature, "Brand Equity" tend to mean brand description or brand strength referred as "customer brand equity" in order to distinguish it from the asset valuation meaning (Wood, 2000; Atilgan et al., 2005). Hence, Brand equity is a customer's subjective and intangible assessment of the brand over and above its value (Kim et al., 2008; Lemon et al., 2001). Brand equity resides within the consumers, and not in the brand (Dillon et al., 2001). Keller (1993, 2003a) defined customer based brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand". Among the definitions of brand equity, most widely accepted definition is given by Aaker (1991) as "a set of brand assets and liabilities linked to a brand, its name and symbol; that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers". Brand equity can also be defined as a set of perceptions, knowledge and behaviour on the part of customers that creates demand and/or a price premium for a branded product, and in other words, what the brand is worth to a customer (Tiwari, 2010).

Aaker (1991) focused on five brand equity dimensions - brand awareness, brand associations, brand loyalty, perceived quality, and other proprietary brand assets. However, Keller (1993) adopted two basic approaches (direct and indirect) to measure the customer-based brand equity. The "indirect" approach tries to assess the potential sources of customer-based brand equity by evaluating brand knowledge (i.e., brand awareness & brand image). The "direct" approach tries to measure customer-based brand equity more directly by assessing the impact of brand knowledge on consumer response to different elements of the firm's marketing program. All the existing theories related to brand equity can be applied in social media in a similar manner because various research studies (e.g., Rios & Riquelme, 2008; Kim & Ko, 2012) found no significant difference between the development of brand equity in traditional and online mediums. Dimensions of brand equity can be further explained as follows:

Brand Loyalty: Brand loyalty can be defined as a sense of attachment to a particular brand or company. Aaker (1991) defined brand loyalty as a situation which reflects how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or in product features. Oliver (1997) defined loyalty as “a deeply held commitment to rebuy or repatronize a preferred product or service in the future”. Keller (2003a) defined brand loyalty under the term "brand resonance" which refers to the nature of customer-brand relationship and the extent to which customers feel that they are "in sync" with the brand. McAlexander et al. (2002) regarded loyalty as a major reason for brand community participation, i.e. consumers join brand communities in social media because they feel loyal to the brand.

Brand Knowledge: Keller (1993, 2003b) conceptualized brand knowledge as consisting of a brand node in memory to which a variety of associations are linked. Researchers agreed that brand knowledge dimensions are brand awareness (in terms of brand recall and recognition) & brand image in the form of brand associations linked in customer memory (Keller, 1993, 2003b; Hanlan & Kelly, 2005; Kim & Kim, 2005; Esch et al., 2006; Hsu et al., 2012). Brand awareness consists of brand recognition and brand recall by consumers. Brand image refers to the set of associations linked to the brand that consumers hold in memory.

Brand Awareness: Brand awareness signifies the presence of a brand in a consumer’s memory and therefore indicates how well a consumer will recall or recognize that brand (Rossiter & Percy, 1987). Aaker (1991) defined brand awareness as "the ability of the potential buyer to recognize and recall that a brand is a member of a certain product category". Brand awareness consists brand recognition and recall performance of the customers (Keller, 1993; Esch et al., 2006). According to Keller (2003a), brand awareness plays an important role in consumer decision making by bringing three advantages; these are learning advantages, consideration advantages, and choice advantages.

Brand Image: Brand image signifies the consumer's associations linked to a brand (Keller, 1993). Brand image encompasses the characteristics and advantages linked to a brand that build brand uniqueness (McCartney et al., 2009), thus differentiating the brands service from competition (Webster & Keller, 2004; Chiang & Jang, 2007). Here, brand associations are "anything linked in memory to a brand" (Aaker, 1991), and reflect characteristics of the brand (Chen, 2001). These associations represent basis for purchase decisions for brand loyalty, and also create value to the firm and its customers (Atilgan et al., 2005). It can be any symbol, character or word that symbolizes a specific brand, for example Nike's "The Swoosh". Hence, brand association is a specific perception, may be real or imagined, that a customer has about a product, service or organization (Tiwari, 2010).

Perceived Quality: Perceived quality can be defined as "the customer's perception of the overall quality or superiority of a product or service regarding its intended purpose in comparison to that of other alternatives" (Parasuraman et al., 1988; Zeithaml, 1988, Aaker, 1991).

Brand Association: A brand association is "anything linked in memory to a brand" (Aaker, 1991). Brand associations may be seen in all forms and reflect characteristics of the product or aspects independent of the product itself (Chen, 2001). Product associations and organizational associations are taken as the two mostly referred categories according to Chen's (2001) brand association typology. Associations represent basis for purchase decisions for brand loyalty, and also create value to the firm and its customers (Atilgan et al., 2005). It can be any symbol, character or word that symbolizes a specific brand, for example Nike's "The Swoosh".

Brand Assets: Brand assets can be defined as something that distinguishes a specific brand from other brands such as patents, trademarks, relationship channels etc. (Aaker, 1991). The elements that drive brand equity go beyond customer associations to include a brand's business assets. These assets include, but are not limited to, intellectual properties, business processes and distribution reach (Tiwari, 2010).

Relationship of Customer Engagement in Social Media with the Dimensions of Brand Equity

Studies suggested that customer engagement (CE) is a strategic imperative for generating enhanced customer loyalty (Patterson et al., 2006; Bowden, 2009) and brand equity (Passikoff & Schultz, 2007). Simon and Sullivan (1993) identified marketing communications as one of the driving source of brand equity. Yoo et al. (2000) stated that marketing communications exert a positive influence on perceived brand quality as well as on brand loyalty, brand associations, and brand awareness. 'Watching', 'sharing' and 'commenting' in social media brand communities generate high brand awareness and strong associations with brand (i.e. brand image) (Zailskaite-Jakste & Kuvykaite, 2012).

In online travel context, factors that impact the formation of effective brand equity are website interactivity (Riquelme, 2001), brand image, and brand awareness (Hsu et al., 2012). Barreda (2014) found that website interactivity positively affects brand knowledge (brand awareness and brand image), and, subsequently, brand equity. Hence, customer engagement in social media with effective website interactivity generates positive word of mouth (PWOM) by the satisfied and delighted customers, which in turn creates brand knowledge (brand awareness and brand image) among other consumers, and ultimately lead to brand equity.

Since, positive word of mouth (PWOM) in social media helps in mitigating the perceived risk about the brand (Ghosh et al., 2013), so, we assume that PWOM in social media positively affect the perceived quality (i.e. customer's perception of the overall quality) of the brand. Similarly, brand association is a specific perception, may be real or imagined, that a customer has about a product, service or organization (Tiwari, 2010), it would also be positively affected by PWOM spread by consumers as a result of customer engagement in social media. PWOM in social media would also upsurge the valuation of intellectual properties, patents, trademarks, relationship channels about the brand because PWOM improve the brand image, so, these brand assets would also be positively affected by customer engagement in social media.

Proposition 1: Positive word of mouth (PWOM) out of customer engagement in social media is positively related with the dimensions of brand equity i.e. brand loyalty, brand knowledge, perceived quality, brand associations and brand assets.

Similarly, Customers who are dissatisfied with the brand as result of bad experience with the product, service or firm may share negative feelings in the form of negative word of mouth (NWOM) in social media, or may seek legal or regulatory action for relief (Van Doorn et al., 2010). Larivière et al. (2013) highlighted it as negative value fusion due to the negative consequences experienced by consumers. Customers may tweet about a negative experience without formulating a complaint directly to the firm itself. In such a situation, consumers are disengaged with the firm and takes U-turn to involve in disengagement activities such as sharing negative word of mouth (NWOM), creating anti-brand communities in social media etc. In this regard, dimensions of brand equity would be negatively impacted by negative word of mouth in social media.

Proposition 2: Negative word of mouth (NWOM) out of disengagement in social media is negatively related with the dimensions of brand equity i.e. brand loyalty, brand knowledge, perceived quality, brand associations and brand assets.

Positive and Negative Brand Equity

Brand equity consists of elements such as the brand loyalty, brand knowledge, perceived quality, brand associations, market fundamentals and marketing assets that distinguish one brand from another and that influence a customer's perceptions of knowledge about a brand. When brand elements are favorable in a customer's mind, brand equity is considered to be positive. If these elements are not favorable, the brand equity is negative (Tiwari, 2010).Positive brand equity and negative brand equity is the degree of marketing advantage and disadvantage respectively, which a brand holds over other named or unnamed competitor (Berry, 2000).Hence, we assume that brand equity dimensions which are stimulated by positive word of mouth in social media, create positive brand equity. Similarly, brand equity dimensions which are stimulated by negative word of mouth in social media, create negative brand equity. Since, customer engagement is bidirectional two-way cyclic process and iterative in nature (Hennig-Thurau et al., 2004; Brodie et al., 2011; Sashi, 2012) and brand loyalty is also a consequence after purchase. Hence, in our cyclic conceptual framework, we have not shown the direct impact of brand loyalty on brand equity, rather we have shown that brand loyalty is an antecedent for brand community participation in social media as supported by McAlexander et al. (2002), which ultimately has a positive impact on brand equity. Here, we also assume that both positive brand equity and negative brand equity would have aggregate effect on total brand equity.

Proposition 3_a: Brand equity dimensions influenced by positive word of mouth out of customer engagement in social media create positive brand equity.

Proposition 3_b: Brand equity dimensions influenced by negative word of mouth disengagement in social media create negative brand equity.

Proposition 4: Positive brand equity and negative brand equity out of customer engagement in social media would be aggregated to total brand equity.

Relationship of Employee Engagement and Brand Identity in Social Media with Brand Equity

In contrast to the various outside-in perspectives of brand equity management approaches, researchers also attributed equal importance to the inside-out perspective (e.g. De Chernatony, 1999, 2006) because employees not only represent an important stakeholder group (Jones, 2005) but they also constitute the original source of brand equity (Burmann et al., 2009). Researchers argued that brand identity precedes and therefore represents the basis for brand image (Kapferer, 2004). Brand image approaches focus on the receiver side of the brand and examine how external stakeholders perceive the brand. However, brand identity approaches start their analyses with the sender of brand communication. So, from the perspective of brand identity approach, Burmann et al. (2009) defined brand equity as present and future valorization derived from internal and external brand-induced performance. Burmann and Meffert (2005) suggested six brand identity dimensions as heritage, organizational capabilities, values, personality, vision and core offering. O'Shaughnessy (1987) stated that "brand identity constitutes a necessary condition for maintaining buyer's trust, which in turn is the basis for long-term customer relationship and brand loyalty." Burmann et al. (2009) proposed identity based brand equity model and defined internal brand strength as an attitudinal and a behavioral component. Attitudinal component represents the internalization of brand identity by employees, whereas, behavioral component represents the actual employee behavior towards the brand. Hence, in the age of IT and internet, employee engagement in social media has become very influential for brand identity approach regarding brand equity.

Concept of employee engagement attracted the attention of marketers and researchers when it was identified that the engagement gap of worth U.S. businesses $300 billion per year lost in productivity due to a reason that significant proportion of the workforce remain disengaged or partially disengaged from their workplace (Saks, 2006). Hence, Frank et al. (2004) suggested when employee are putting additional effort such as extra time, brainpower or energy, it is considered as engagement. Saks (2006) defined 'employee engagement' as 'the amount of cognitive, emotional and physical resources an individual is prepared to devote in the performance of one's work roles', that is supposed to be depend on the economic and socio-emotional factors. Buckingham (2008) viewed employees as customers of an employer brand, which extend the employee-engagement concept into the customer domain. In the literature of organizational behavior, Employee engagement has been found to generate high morale, cohesiveness, job satisfaction, reduced absenteeism, organizational citizenship behaviors, organizational commitment, and consequently improved financial performance (Harter et al., 2002; Salanova et al., 2005; Saks, 2006).

An engaged employee is an employee who clearly understands firm's strategy and is personally committed to firm to make it successful (LaMalfa, 2008). Roberts and Alpert (2010) suggested that strategic and collaborative link should be established between engaged employees and engaged customers in order to achieve long-term growth. Employee engagement is positively related to attitudes, intentions and behaviors of individuals (Saks, 2006). Subsequently, it has been positively linked to low absenteeism, job satisfaction, high organizational commitment and performance of employees (Salanova et al., 2005). In short, when employees are highly engaged, they are likely to perform well with customers, therefore leading to favorable customer evaluations (Salanova et al., 2005) and create brand identity because employees constitute the original source of brand equity (Burmann et al., 2009). Hence, here we assume that employee engagement in social media create brand identity for firm, which would ultimately have a positive impact on brand equity.
Proposition 5: Employee engagement in social media create brand identity for the firm.
Proposition 6: Brand identity in social media is positively related to brand equity.

Relationship of Brand Equity in Social Media with Customer Life Time Value (CLV)

Brand equity is the incremental value of a product, service or firm due to the brand name (Srivastava &Shocker, 1991).According to Aaker (1991), brand equity provides value to customers by enhancing their interpretation and processing of information, confidence in the purchase decision, and satisfaction. Brand equity positively affects future profits, long-term cash flows (Srivastava & Shocker, 1991), and decision making of mergers and acquisitions (Mahajan et al., 1994). Similarly, Berry (2000) stated that service companies with strong brand equity provide a service that customers truly value; effectively expose their success story through communications that create awareness, and reinforce customers' experiences. So, brand equity drives customer value, which subsequently drives shareholder value (Barwise et al., 1990, Gupta et al., 2004). Stahl et al. (2012) also found that brand equity has a predictable and meaningful impact on the components of CLV i.e. customer acquisition, retention, and profitability. Hence, here we also assume that brand equity created out of customer engagement in social media, is positively related with customer lifetime value (CLV).
Proposition 7: Brand equity created out of customer engagement in social media, is positively related with customer lifetime value (CLV).

Relationship of Customer Lifetime Value (CLV) with Purchase Decision

CLV can be defined as "the present value of future profits generated from a customer over his or her life of business with the firm" (Kumar et al., 2010) and it is also known as customer purchasing behaviour, whether it be repeat purchases or additional purchases through up-selling and cross-selling. Farris et al. (2006) defined CLV as "the present value of the future cash flows attributed to the customer relationship." In financial terms, CLV is a financial measure that has immediate application as a metric for assessing customer prospecting, as an objective to be managed, and as a method for valuing the firm (Blattberg et al., 2008; Gupta et al., 2004).

CLV is the transactional part of engagement which include the frequency and quantity of purchase (Rust et al., 2004). It considers the total financial contribution of transactions, i.e. revenues minus the costs of a customer over his/her lifetime with the company and so, it reflects the future profitability of the customer (Kumar et al., 2010). Since CLV focuses on the exchange transactions, it becomes the leading reference point, from where service firms can evaluate both long-term and short term customer engagement strategies.
Proposition 8: CLV generated in social media is positively associated with purchase decision of consumer.

Post Purchase Behavior of Consumers and its further Relationship with Customer Engagement and Brand Equity

After the final purchase of the product, consumers would either be satisfied or dissatisfied with the brand on the basis of their experience with product, service, or customer support from the firm. Expectancy-disconfirmation model (Oliver, 1980) suggests that consumers compare pre-purchase expectations with the actual experience of the product. If perceived performance of the product does not fulfill then dissatisfaction or outrage will occur. However, if perceived quality of the product or service exceeds expectations, then positive inner feelings such as satisfaction or delight would be developed among consumers. Berman (2005) also proposed four stages of post-purchase customer reactions i.e. outrage/pain, dissatisfaction, satisfaction and delight. As stated earlier, customers who are dissatisfied with brand due to their bad experience with the product, service or firm would involve in disengagement activities against brand and would share negative feelings in the form of negative word of mouth (NWOM) in social media. As customer emotions move from negative to positive, customer loyalty is expected to ascend. Recent empirical study (Frank, 2016) also revealed a positive relationship between perceived brand equity and brand resonance. Hence, pre-purchase perceived brand equity would further develop brand loyalty on the basis of post-purchase experience.

Customer satisfaction leads to stronger commitment to the firm or retailer (Bettencourt, 1997) and satisfaction with previous purchase experiences plays an important role in determining future purchase behaviours (Jones & Suh, 2000). Pappu and Quester (2006) found that consumer-based retailer equity dimensions (e.g., awareness, associations and perceived quality) varied according to customer satisfaction level with the retailer. Their study indicated that consumers with higher satisfaction ratings had higher levels of brand awareness, brand associations and perceptions of quality, compared to those consumers who had lower satisfaction ratings. Various other researchers also agreed that high levels of satisfaction leads to increased customer loyalty, commitment, purchase intention, positive word of mouth, market share, and profit (Heskett et al., 1994; Anderson & Mittal, 2000; Keiningham & Vavra, 2001; Mittal & Kamakura, 2001; Allen & Willburn, 2002; Oyewole, 2002; Reichheld, 2003; Bowden, 2009; Cambra et al., 2013). Hence, satisfaction would create trust, commitment and loyalty among consumers, and since, customer engagement is bidirectional two-way cyclic process and iterative in nature (Hennig-Thurau et al., 2004; Brodie et al., 2011; Sashi, 2012), these factors would further act as motivating drivers for customer engagement (Brodie et al., 2013) and satisfied consumers would again spread positive word of mouth (PWOM) in social media, which would further impact the brand equity. Hence, on the basis of above discussion, integrated conceptual framework has been designed and is shown in figure 1.

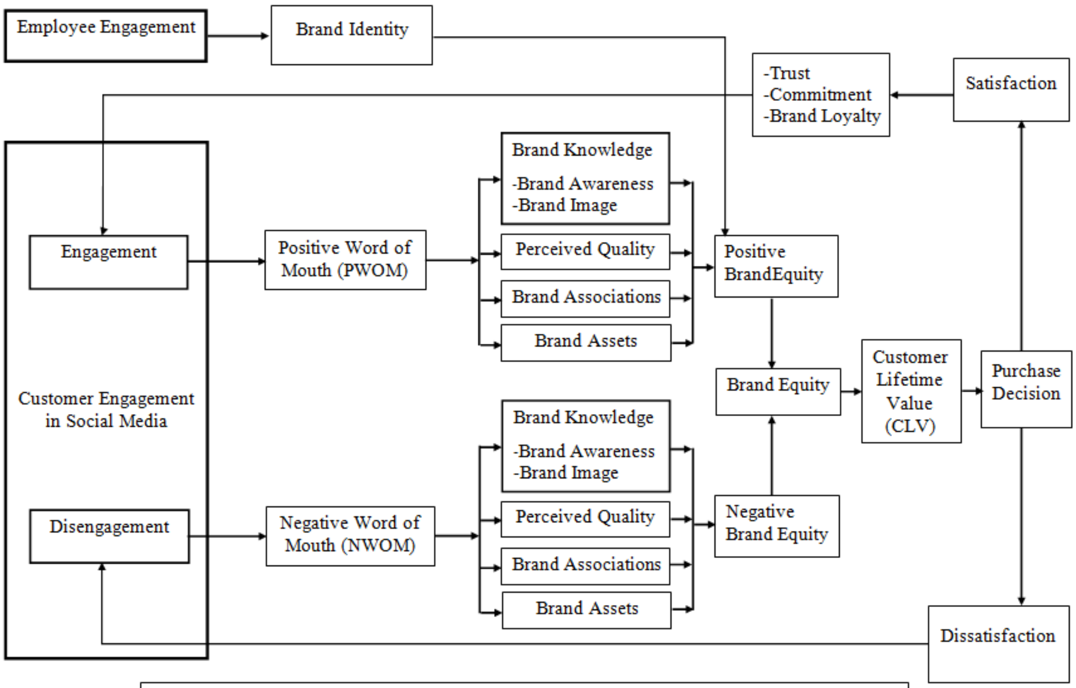

Figure 1: Conceptual Framework for Brand Equity through Customer Engagement in Social Media

III. Conclusion/Discussion

This study highlights the importance of the concept of customer engagement in social media in brand equity creation. It also highlights how employees contribute in brand equity creation through brand identity approach. Researchers and marketers can draw a number of theoretical as well as managerial implications from our study as follows:

Theoretical Contributions

This study contributes important addition to current literature on brand equity in social media as it suggests the conceptual framework integrating the dimensions of brand equity with the process of customer engagement in social media networks. Previous studies on brand equity creation were mostly based on traditional media such as TV, Newspaper, magazines etc., and studies few studies such as Bruhn et al. (2012) found that user created and firm created social media communication are helpful in creating brand equity but left the scope for future research to link it with value creation, so our study resolves this research gap while linking it with the process of customer engagement and customer lifetime value. Schau et al. (2009) suggested that brand community practices in social media networks foster consumption opportunities and create value for both consumers and marketers, but we have shown in our conceptual framework how brand communities in social media generate customer lifetime value (CLV) via brand equity. Moreover, this study also highlighted the negative aspect of customer disengagement in social media regarding negative brand equity. Existing literature suggests that customer engagement is a cyclic process (Brodie et al., 2011; Sashi, 2012) and this study integrates all the components of brand equity systematically in a cyclic process. Further, this study also highlighted the brand identity approach for creating brand equity (Burmann et al., 2009) through employee engagement which enhanced the understanding of the concept. As we have included employees as a source for building brand equity, our propositions are in line with stakeholder value perspectives of brand equity given by Davcik et al. (2015).

Managerial Implications

In addition to theoretical contributions, this study also draws a number of managerial implications. First, by providing a conceptual framework for brand equity in social media, it provides managers an enhanced understanding of the brand equity concept in social media and may help in the formulation and design of focused strategies and tactics of customer engagement in social media in order to improve the brand equity. Since, marketing disadvantage is associated with a specific brand due to negative brand equity (Berry, 2000) and sometimes corporates even need to rebrand or rename themselves to erase negative brand equity (Muzellec & Lambkin, 2006), managers should give due consideration to negative word of mouth in social media by some webcare initiatives (Van Noort & Willemsen, 2012) in the form of refunds, replacements etc. in order to avoid negative brand equity. Finally, managers should also give due consideration to employee engagement (Saks, 2006; Catteeuw et al., 2007) in order to improve brand equity through brand identity approach.

Further Research

We have developed an integrated model for building brand equity through customer engagement in social media. Qualitative analysis and empirical research is now needed for ontological adequacy of propositions. Researchers may also wish to investigate the relationship between the sub-processes of customer engagement (such as Brodie et al. (2013) suggested five sub-process of customer engagement as learning, socializing, sharing, c-creating and advocating) and the dimensions of brand equity. Further, Kumar et al. (2010) suggested four components of customer's engagement value as CRV, CIV, CKV and CLV, so, researchers may also wish to investigate the relationship between these components and the dimensions of brand equity. Moreover, research can also be conducted to find out the relationship between the components of employee engagement such as their discretionary effort in their jobs in the form of extra time, brainpower, energy etc. (Frank et al., 2004) and brand identity along with the direct or indirect impact on the dimensions of brand equity. Finally research can also be conducted to find out the moderating, indirect impact of satisfaction, delight, trust, commitment and loyalty on the dimensions of brand equity taking engagement sub-processes as a mediating factor during empirical analysis.

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