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A Study of the Naming Process**

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CREATING EFFECTIVE BRAND NAMES: A STUDY OF THE NAMING PROCESS

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ABSTRACT

Brands with strong images are able to influence customers' choices and command a premium in the marketplace. A brand name is the foundation of a brand's image. While the image associated with a brand name can be built with advertising over time, brand managers realize that a carefully created and chosen name can bring *inherent* and *immediate* value to the brand. The process companies use to create, evaluate and select new brand names is described in this paper. Results from a survey of 101 companies indicate that brand names are critical to the success of a new product, consumer and industrial goods companies place similar emphasis on the brand naming task, and a detailed and systematic process is used in the creation of the brand names. Of concern, however, is that managers often compromise the objectivity of the task by shortcutting the evaluation process.

INTRODUCTION

Until 1890s, very few manufacturers emphasized brand names. There was no consistent advertising. Most of the manufacturers operated in local markets, and often sold unbranded products to the retailers. The retailers, in turn, sold them unbranded or under the store name (Schutte 1969). Today, one hundred years later, manufacturers sell “national brands.” Advertising outlay for the nation has risen to more than \$130 billion. The market is expanding beyond national boundaries, and brands are quickly becoming the most valuable assets for some companies. Financial World (1994) estimated the worth of several leading brands. Coca-Cola was estimated to be worth \$36 billion and Budweiser worth \$9.7 billion. Nike’s worth was estimated at \$3.6 billion and Barbie’s value was judged to be \$1.7 billion.

What makes these brands so valuable? The pace of information and technology diffusion today has made it easier to imitate a product. As a result, it is more difficult to maintain a competitive edge on performance attributes alone. In a survey conducted by the advertising agency BBDO, brand parity was higher for products such as paper towels and dry soup (which emphasize performance benefits) than for products such as cigarettes, coffee, and beer, for which imagery was the norm (BBDO Worldwide, 1988). Brand image sells. The approval rating for Kellogg’s Corn Flakes increased from 47% to 59% when the consumers were told the brand name. Similarly, the Armstrong name increased preference for tiles from 50% to 90% (Aaker, 1991; p 15). Brands with stronger images are able to influence customers’ choices and command a premium. The brand *name* is an essential part of the brand image, the anchor for its positioning. While the image associated with a brand name can be built with advertising and over time, brand managers realize that a carefully created and chosen name can bring *inherent* strength to the brand.

Creating an effective brand name, however, is a challenging task. Brand names help identify the product, but more importantly take on their own meaning and presence because they represent a rich configuration of symbols and meanings that are embodied by products (Levy, 1978). Thus, a new brand name should not only appeal to the customers, it should have other desirable properties depending on the nature of the market. These may include connotations associated with the brand name, relevance to the product, memorability, and the ability of the brand name to offer a distinctive image over competing products. Trademark requirements further complicate this process. While several authors have *suggested* how companies should create brand names and recommended the desirable characteristics of brand names, there is limited research on how companies *actually create* new brand names. This is the focus of the present investigation.

EXISTING RESEARCH

Research on brand names has been mostly normative in nature. Collins (1977) discussed two basic naming strategies. The first strategy is to choose a name and establish it in the consumers' mind through repetition. This strategy is referred to as the "Juliet Principle" after Shakespeare's line "that which we call a rose, by any other name would smell as sweet." The second strategy is referred to as the "Joyce Principle." This strategy involves choosing a name that has the desirable phonetic symbolism. Investigating this further, Vanden Bergh, Adler and Oliver (1987) provided an extensive taxonomy of linguistic and phonetic symbolism that may be employed in creating an attractive name. They found that semantic appositiveness (fit of name with object) and initial plosives (names starting with b, c, d, g, k, p, q, t) were most extensively used in the top 200 brand names listed in the annual *Marketing and Media Decisions* from 1971

to 1985. While this is not conclusive evidence for the efficacy of symbolism embodied in brand names, another study by Peterson and Ross (1972) showed that consumers draw inferences from brand names. Using computer generated coined words as brand names, they asked respondents if each of those names were more appropriate for particular products. They found that consumers, indeed, associated each brand name with a specific product category. As an example, “whumies” is seen as a brand name for breakfast cereals but not for detergents.

Heath, Chatterjee and France (1990) extended this further. They used meaningful names developed using a priori theory. Their study demonstrated that consonant hardness and vowel pitch in the names increased perceptions of “hardness” in paper towel and cleanser brands. In a similar vein, Zinkhan and Martin (1987) found that consumers preferred products with “typical” brand names over products with names that were “atypical” for the product category. For example, “Mishu,” which was found to be more typical for cameras, was preferred over “Pilot.” It was inferred that manufacturers have a better shot at success using typical names, since consumers have a preconceived notion about what a brand name for a particular product should sound like.

Pavia and Costa (1993) showed that even seemingly nonsensical alpha-numeric names convey certain ideas to consumers. Alpha-numeric names are more acceptable for technical products, than for non-technical products. For products that are more suited to alpha-numeric names, combinations with the letter Z are more acceptable than those with letter A. Also, aurally hard letters and numbers are more acceptable than aurally sibilant words and numbers. The studies discussed so far focused on establishing the efficacy of brand names in influencing brand evaluation by consumers.

A second stream of research in the literature has studied attributes that may help in the memorability of brand names, a desirable characteristic for brand names evidenced by the popularity of “top of the mind” awareness and recall tests used for brand names. Paivio (1971) demonstrated that memory is much stronger for pictures than for words. Using trade names from Yellow Pages, Lutz and Lutz (1977) showed that respondents recall more names when they are presented with a pictorial representation of the name. An example would be a picture of an insect pierced with an arrow for Arrow Pest Control. This is particularly true for low motivation conditions that characterize low involvement products and limited exposure time as in television commercials (Childers and Houston, 1984).

Meyers-Levy (1989) found that memory for a brand name is related to the association set size tied to the brand. She found that for high frequency words used as brand names such as United (Airlines), the memory coding is nondistinctive, and memory for brand is enhanced if the brand has a smaller set of associations tied to it. For low frequency brand names like Ivory (shampoo), however, there is distinctive coding, and the above mentioned effects may be reversed or eliminated all together. Shapiro and Krishnan (1992) found that elaboration and repetition of an advertisement influenced the memory for a brand name. While elaboration facilitated memory on direct tests, ad repetition enhanced memory on both direct and indirect tests of memory for the brand name.

The final stream of articles on this topic deals with the process for the creation of brand names. Most of the articles, however, present the authors’ personal views on what processes companies should follow to create brand names. There is very limited research on how companies actually go about creating names. An extensive survey of the literature found only

three studies related to this issue. McNeal and Zeren (1981) asked eighty-two brand managers in Fortune 500 consumer goods manufacturers several open ended questions. They found that most companies followed a six step brand naming process including establishing objectives for the brand names, generating new brand names, screening the names for appropriateness, researching consumers' preferences, conducting a trademark search, and then selecting the final name. Criteria most frequently used for the selection of the names included describing product benefits, memorability, fit with company image, and trademark availability. Most companies did some consumer research for evaluating the names. Fifty-seven percent asked consumers in the target market and only 32% used focus groups of 6-12 individuals. McNeal and Zeren (1981) found that the marketing department was most actively involved in the process. Outside participants were typically limited to advertising agencies. While their study lays the foundation for subsequent research, it does not provide detailed insights into the process.

The second study (Shipley, Hooley, and Wallace, 1988) was more extensive in nature. This study summarized responses from 112 consumer goods manufacturers in United Kingdom. Unlike, McNeal and Zeren (1981), they distinguished branding objectives from branding criteria. According to these authors, companies set explicit branding objectives (e.g., establishing a particular image, fostering brand loyalty, market segmentation, etc.) and branding criteria (e.g., compatibility with product image, memorability, trademark availability, etc.) before they generate names. Overall, companies reported committing substantial amount of resources to brand name selection, using a marketing orientation, and involving top management extensively. The process was heavily marketing oriented. These authors focused only on the importance ratings given to various tasks at different steps. They did not measure what brand name tasks

companies actually performed. A subsequent study by Shipley and Howard (1993) used a questionnaire similar to the one used by Shipley, Hooley, and Wallace (1988) and focused on industrial companies. Once again the investigation was limited to importance ratings of various tasks at each step of the process.

STUDY OBJECTIVES

Given the limited research on *how companies actually create names*, this study has two objectives. First, we provide the first detailed study of the brand naming process used by companies in United States. Second, we draw contrasts between consumer and industrial companies with regards to importance placed on each task and the approach taken. Thus, we build on the exploratory (McNeal and Zeren, 1981) and the UK-based research (Shipley, Hooley, and Wallace, 1988; Shipley and Howard, **1993**) presently available.

METHODOLOGY

The sampling frame was developed from two sources. Product or brand managers in manufacturing companies listed in American Marketing Association's 1994 Yellow Pages were used. Cahners Publishing supported the research by providing a listing with a similar profile. Three hundred and ninety managers were contacted. A nationwide mail survey was used for data collection. One hundred and one completed questionnaires were obtained (26% response rate). Of these, 49% were primarily consumer goods firms, 26% were industrial goods firms, and 25% sold to a combination of consumer and industrial markets. About 60% of these companies had extensive experience in introducing new products, and introduced at least one new product every year. The average annual sales revenue for the companies represented was \$375 million.

FINDINGS

Respondents felt that the choice of an appropriate brand name was critical. Sixty percent respondents felt that a brand name (on its own, without any advertising support) can influence the sales of the product. This proportion is marginally higher for consumer goods companies (63%) in comparison with industrial goods companies (57%). Furthermore, the choice of an appropriate brand name was considered to be significantly more important (average of 5.96 on a 7-point scale) than the attractiveness of packaging (5.39) and an incentive for an early trial of the product (5.16).

Companies followed a detailed and systematic process. Seventy-three percent companies initiated the naming process at the concept testing (22%), business analysis (8%), product development (33%) or in-house testing stage (10%) of the product. Eighty-nine percent of the companies completed the process during the product development (29%), in-house testing (23%), market testing (22%), or market launch stage (15%), lasting an average of 9 weeks. The process used an average of 64 hours and had an estimated cost of \$7,600.

Insert Figure 1 here

Unlike the Shipley, Hooley, and Wallace (1988) and Shipley and Howard (1993) studies, we found that brand naming was a five step process (See Figure 1). These are -- (1) setting branding objectives (2) creating a list of candidate brand names, (3) evaluating prospective brand names, (4) choosing the best brand names, and (5) applying for registration. Based on our initial interviews and experience, we found that companies do not make a distinction between specifying branding objectives and specifying brand naming criteria. While branding objectives were explicitly stated, specification of branding criteria was held off until the brand name

evaluation stage. We now provide details on each of the steps for creating a new brand name.

1. OBJECTIVES OF BRANDING

Most respondents felt that the brand name should say something about the product (Table 1). Conveying the intended positioning of the product (61%) and establishing product differentiation (41%) were the most commonly specified naming objectives. Other objectives in decreasing order of importance were establishing a distinct segment for the product (41%) and establishing a distinctive image (20%).

Insert Table 1 here

Marketers do not look at names from a purely functional purpose only. Accordingly, objectives such as identification only and ease of trademark registration were used very infrequently -- 12% and 9%, respectively. Contrary to expectations, there were few significant differences between consumer and industrial goods manufacturers. The only difference was that consumer goods companies emphasized the objective of using the name to create product differentiation, whereas industrial companies placed relatively more emphasis on trademark concerns. This implies that, though branding may be perceived as being more important for consumer goods, industrial goods companies also try to derive some marketing edge through the use of an appropriate name.

2. CREATION OF BRAND NAMES

On an average, 46 names were created for each naming assignment. The traditional methods of individual creative thinking and brainstorming were most commonly used -- 90% and 87%, respectively (Table 2). Another popular source was existing names. Existing names of other products marketed by the company were considered by 58% of the companies and an

existing bank of names within the company was used 43% of the time. The help of outside agencies, including advertising and marketing research companies and specialized naming firms, was sought by 50% of the firms. Reference books (dictionaries, thesauruses, etc.) (41%) and open invitation from employees (33%) were also used. Somewhat surprisingly, only 9% of the companies made any use of computer software programs in the generation of names. Also, contrary to expectations, only 14% of companies used suggestions from customers as a source of generating names. In light of difficulties introducing new brands in an increasingly cluttered marketplace, it is interesting to note that only 14% of the companies *considered* purchasing an existing name from another firm. The incidence rate of utilizing different sources for creating names was similar for the two groups. One notable exception was suggestions from employees. Industrial companies used suggestions from their employees more frequently (42%) than consumer goods companies (24%).

Insert Table 2 here

Of particular interest is the usefulness of these approaches in the generation of new brand names. Once again, brainstorming (rating of 5.69 on a 7-point scale) and individual creative thinking (5.64) were rated extremely favorably over the use of suggestions from employees (3.77) and suggestions from customers (3.52). This is not surprising in light of the experience of some companies have had with using employees and customers. The list of names generated may be long, but mediocre. One manager even complained that it causes friction between the employees, because selecting someone's name is like rejecting everyone else's and defending the choice is not a very easy task because of the lack of objectivity involved. Outside agencies

received a moderate rating of 4.33. *In comparison* to consumer goods companies, industrial companies showed more of an ‘inward’ orientation by using agencies and customers’ suggestions less often. Industrial companies, on the other hand, found more use for an existing bank of names and to some extent relied more on names generated by employees.

When companies sought outside help, advertising agencies (48%) and trademark attorneys (39%) were most commonly used. Specialized naming agencies (18%) and marketing research agencies (11 %) were used less frequently. This was partly because of lack of awareness about outside consultants. When the work was done in-house, the task was most frequently performed by marketing personnel. Marketing managers (87%), senior marketing managers (81%), and select teams of individuals from marketing department (60%) were most commonly used. Product development teams (54%), company legal counsel (43%) and marketing research department (32%) also were used often. In comparison to consumer goods companies, industrial goods companies showed less satisfaction with outside agencies (specialized naming, advertising, and research firms) and relied more on their company’s trademark counsel.

There seems to be marginal support for the notion that this work is to be conducted in-house as a policy (mean = 4.58 on a 7-point scale), though there doesn’t seem to be any formalized guidelines for the process (mean = 2.52), and the approach seems to be left to individual product team (mean = 4.37). Some managers are not well-informed about outside specialized resources (mean = 3.72). These findings combined with the earlier assertion that brand name creation is a structured process suggest that when no clear guidelines are present, most managers rely heavily on logic, intuition or experience.

3. EVALUATION OF BRAND NAMES

Consistent with the objectives mentioned in step 1, product managers used the name to suggest the nature of the product and to assist with product positioning (Table 3). Accordingly, the criteria rated most important were relevance to product category (5.99), connotations and images generated (5.83), and overall appeal (5.79). They did not lose sight of the fact that names should be memorable. Ease of recognition (5.77) and ease of recall (5.42) also were rated highly. Names were also used to create a distinctive image (5.49). Finally, trademark registration was a major concern (5.14).

It seems that companies do not actively think of linkages with existing products or with future brand extensions when naming a product. Consistency with existing product line (4.95) and versatility for use with other products (3.61) received low importance ratings. Also, the ease with which it carries over to other languages was rated low (3.18). This would be advisable if companies were using different names in different countries. The low rating for versatility in different countries is surprising, however, in light of the globalization of the marketplace. For example, a study of firms with overseas operations had found that 72 percent used standardized branding (Still and Hill, 1984). Their result and reports in the trade literature suggest a continuing trend towards global brands. Unexpectedly, there were no significant differences between consumer and industrial goods in terms of the criteria considered important for the evaluation of the names.

Insert Table 3 here

It is interesting to note that companies think that brand names are important, that the choice of an appropriate brand name is critical, and that certain attributes of brand names are

desirable. Therefore, it comes as a surprise that most companies conducted very little brand name testing. The importance ratings of the different brand name characteristics was in the 5+ range; the amount of testing done, however, on most criteria was in the 3+ range (Table 4). While up to 77% used a “quick and dirty” approach for evaluating names, focus groups or other qualitative methods were used by 45% firms. Only 35% of the companies used surveys or other quantitative approaches. For these companies, the average sample size used was 74. The amount of testing done is even less in the case of industrial goods. There were other significant differences between consumer and industrial goods companies. While only 9% of the consumer goods companies did not even do “quick and dirty” testing, 26% of industrial companies did not do any testing ($\chi^2 = 4.51$; $p = 0.03$). Focus groups were utilized by 62% consumer goods companies versus 37% for industrial goods companies ($\chi^2 = 5.37$; $p = 0.02$). Quantitative surveys were used by 48% consumer goods companies and only by 29% of industrial goods companies ($\chi^2 = 3.35$; $p = 0.06$). Finally, the sample size used by the two groups was 95 and 50 respectively.

 Insert Table 4 here

It is interesting to note that while there were no differences in the importance placed on the criteria for brand name evaluation by the two groups, the amount of testing actually done was very different. This is a key finding. Previous studies (Saunders and Watt, 1979; Shipley and Howard, 1993) have debated the emphasis placed on the importance of brand names by industrial companies. We found that while industrial companies considered brand naming to be an important task, they demonstrated a much lower commitment to this task by limiting the testing

done.

4. CHOICE OF A FINAL BRAND NAME

Interestingly, only 79% of the companies explicitly applied the objectives (specified at the beginning of the process) to the final choice of a brand name. Once again, the extensive evaluation on the above mentioned criteria was lacking. While about 87% of the companies used a “quick and dirty” approach, only 68% went beyond that and eyeballed the performance on the criteria listed in the previous steps. Even fewer companies (33%) used a weighted evaluation on the performance of the names on the dimensions considered. No differences were found between consumer and industrial companies on the frequency with which these procedures were used.

Insert Table 5 here

The most active involvement in this step was still from the marketing managers (6.21), followed by senior marketing management (5.99), and select teams of individuals from the marketing department (4.90). See Table 5. Interestingly, a product development team was less actively involved (4.21). In terms of extremely active involvement (score of 6 or 7 on a 7-point scale), marketing managers were involved in 86% of the cases and senior marketing management in 77% of the cases. This active level of involvement for select teams of individuals from marketing department was limited to 43% of the cases and that of a product teams to 39% of the cases. More participants were involved in the choice of a final brand name for consumer goods companies. Also, similar to the finding in the previous step, consumer goods companies showed more of a “marketing” orientation. Though used on a limited basis, consumer goods companies assigned the task to specialized naming firms, marketing research agencies and advertising

agencies significantly more often. For industrial companies, the involvement was higher for a trademark attorney. This again seems to indicate that while industrial companies emphasize the marketing aspects of a brand name, *they end up putting more emphasis on the legal aspects* as opposed to making a choice on the basis of prespecified “marketing” criteria. In light of this finding, it comes as little surprise that when an outside agency was involved in the final choice of a brand name, trademark attorneys were used more often (45%) than advertising agencies (38%), marketing research agencies (13%), and specialized naming firms (8%).

5. TRADEMARK REGISTRATION

After the evaluation process, typically, the names are ranked and submitted for a trademark search. While 11% of the companies never applied for registration, 48% submitted one name only, and 40% of the companies submitted more than one candidate name for registration (mean names submitted = 5). Usually, three names were rejected before one could be registered. While this points to the concerns related to trademark clearance, it does not seem to be as difficult a hurdle as has been portrayed in recent books and articles. This suggests that trademark registration concerns should not restrict the creation and choice of brand names. Instead, managers should take the task as an opportunity to create names that will excite customers in the marketplace.

CONCLUSIONS

Creation of appropriate brand names is considered by managers to be very important. Most marketing managers feel that brand names on their own, without any advertising support, can influence the sales. Specifically, they rate brand names to be *significantly* more important in influencing the success of the product than packaging or inducing trial. Interestingly, this view is

held by consumer *and* industrial companies who believe that the brand name creation task is critical to the success of new products.

It was surprising that though companies were emphatic about the importance of the brand names, they often compromised the evaluation task. The limited objective evaluation of candidate brand names was even more pronounced for industrial companies. The results suggest that brand naming in many of these companies does not receive the attention it deserves. To probe this anomaly, we conducted follow-up interviews. These interviews revealed that while companies intend to carefully execute this task, objectivity often gets sidelined because of time pressures.

While the cost of performing brand naming tasks are easily identified, the cost of shortcutting the process are unknown and extremely difficult to estimate. Consequently, we probe for differences between managers with varying brand naming experience. Objective market performance measures are not possible due to the recency of the task investigated. We found that companies that have gone through this process more often place higher emphasis on brand names. We also found that they are more satisfied with the outcome of their approach and their products are more successful in the marketplace. Accordingly, marketing managers are well-advised to pay closer attention to the task involved at each stage of the brand naming process.

Since most companies do not have formalized guidelines for the creation of brand names, this paper provides a rich description of the task to undertake, the methods available, and the evaluation criteria to consider. In this regard, managers should:

1. Set out clear objectives for the naming process. This can be drawn from the marketing

strategy, especially the positioning statement for the product.

2. Create a reasonably long list of candidate brand names. This will ensure a good pool of alternatives. The average for this study was 46 names. Traditional methods of brainstorming and individual creative thinking are considered most useful and an excellent starting point.

3. Conduct a thorough evaluation of the candidate names. It is important to consider each criteria deemed appropriate for the product being introduced. Managers should plan carefully to ensure a complete and objective evaluation of the names. Experience suggests that a sample size of 74, the average for this study, is insufficient for reliable statistical conclusions.

4. Systematically apply the objectives and criteria specified in the earlier steps in choosing the final brand name.

5. Choose four to five names for submission to the Patent and Trademark Office for registration. While some of the names may be unacceptable for registration, the problem does not seem to be as severe as suggested by several recent books and articles. Therefore, managers are well-advised to try to reflect the “marketing” objectives in the names without unduly constraining themselves with trademark concerns.

Figure 1

The Brand Naming Process

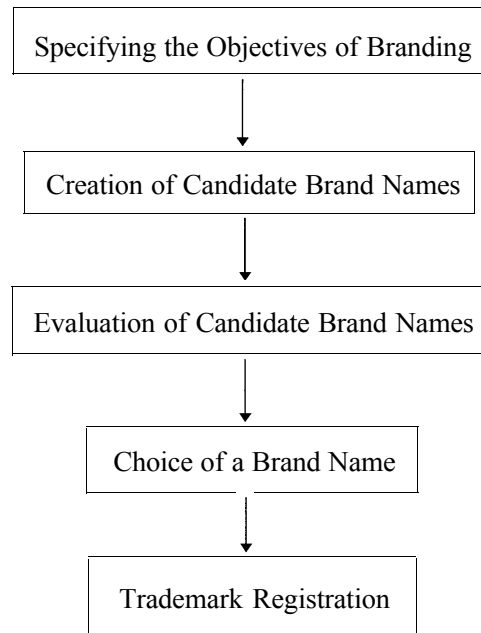


Table 1
Objectives of Brand Naming

	Entire Sample n= 101	Consumer Goods n = 48	Industrial Goods n = 53
Convey intended positioning (e.g., Rebel by Honda)	61%	62%	62%
Establish product differentiation (e.g., P&G's Oil of Olay)	41%	48%	34% [†]
Establish a distinct segment (e.g., Acura)	41%	44%	38%
Establish a distinctive image (e.g., Zima)	20%	19%	21%
Identification only	12%	11%	13%
Ease of trademark registration (e.g., Exxon)	9%	6%	11%

Note: Respondents were asked to indicate their most important branding objectives (limit 2).

[†] χ^2 significant at 0.05 level.

Table 2
Incidence and Usefulness of Sources of Brand Name Creation

	Used by	Usefulness		
	Entire Sample n= 101	Entire Sample n= 101	Consumer Goods n = 48	Industrial Goods n = 53
Brainstorming with select group of individuals	89%	5.69	5.72	5.66
Individual creative thinking	87%	5.64	5.66	5.62
Existing name of another company product	58%	4.59	4.61	4.58
Outside agency	50%	4.32	4.71	3.89 [‡]
Existing bank of names within the company	43%	4.09	3.64	4.58 [’]
Reference books	41%	3.93	3.67	4.11
Open invitation of suggestion from employees	33%	3.77	3.47	4.00
Suggestions from customers	14%	3.52	4.00	2.82 [’]
Existing name purchased from another company	14%	3.52	3.55	3.46
Computer software programs	9%	3.39	3.00	3.78

Note: Response format for “Used by” was yes/no. “Usefulness” was reported on a 7 point scale anchored by “not at all useful” to “extremely useful.”

[‡] Significant at 0.05 level (one tailed).

Table 3
Importance of Criteria in the Evaluation of Brand Names

	Entire Sample n= 101	Consumer Goods n = 48	Industrial Goods n = 53
Relevance to product category	5.99	6.10	5.88
Connotations	5.83	5.93	5.74
Overall liking	5.79	5.68	5.89
Ease of recognition	5.77	5.84	5.69
Distinctiveness	5.49	5.55	5.44
Ease of recall	5.42	5.43	5.40
Consistency with company image	5.42	5.51	5.34
Ease of trademark registration	5.14	4.95	5.32
Ease of pronunciation	5.07	5.19	4.96
Consistency with existing product line	4.95	5.10	4.80
Profane or negative connotations	4.59	4.51	4.67
Versatility for use with other products	3.61	3.71	3.52
Carries over well to other languages	3.18	3.00	3.34

Note: “Importance” was reported on a 7 point scale anchored by “not at all important” to “extremely important.”

Table 4
Testing Brand Names on the Various Criteria

	Entire Sample n= 101	Consumer Goods n = 48	Industrial Goods n= 53
Relevance to product category	3.76	4.07	3.48 [*]
Ease of trademark registration	3.70	3.93	3.52
Overall liking	3.62	3.76	3.48
Connotations	3.61	4.00	3.29 [*]
Ease of recognition	3.50	3.70	3.33
Distinctiveness	3.42	3.80	3.08 [*]
Consistency with existing product line	3.35	3.34	3.35
Consistency with company image	3.27	3.54	3.04
Ease of recall	3.18	3.49	2.91 [*]
Ease of pronunciation	2.86	3.15	2.63 [*]
Profane or negative connotations	2.78	3.05	2.56
Versatility for use with other products	2.38	2.43	2.34
Carries over well to other languages	2.22	2.23	2.21

Note: “Amount of Testing” was measured on a 7 point scale anchored by “not at all tested” to “extensively tested.”

^{*} Significant at 0.1 level (one tailed).

Table 5
Participants in the Choice of a Final Brand Name

	Entire Sample n= 101	Consumer Goods n = 48	Industrial Goods n= 53
<u>External</u>			
Outside trademark attorney	3.38	3.30	3.46
Advertising agencies	2.95	3.55	2.41 [†]
Marketing research agencies	1.72	2.16	1.31 [†]
Specialized naming consulting firms	1.41	1.67	1.18 [†]
<u>Internal</u>			
Marketing/product/brand manager	6.21	6.36	6.08
Senior marketing management	5.99	6.23	5.78
Select team of individuals from marketing	4.90	5.05	4.78
Product development team	4.21	4.21	4.21
Company legal counsel	4.03	4.11	3.96
Marketing research department	2.80	2.80	2.81

Note: “Extent of Involvement” was measured on a 7 point scale anchored by “not at all involved” to “extensively involved.”

[†] Significant at 0.05 level (one tailed).

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