Column 12 Family:
Brand and Market-Based Assets

Expands column 12 of the Periodic Table of Marketing Strategy, Version 1.0. 37 constructs in 10 families across the parent's 7 eras, plus 8 open positions. Outlined spine cells are the parent's own cells and keep their parent symbol and number.

ell: satellite number, influence pips (within the stream), block code, then symbol, construct, and anchor works (alphabetical).

Formulation, content · **FP** Formulation, process · **IC** Implementation, content · **IP** Implementation, process · Inputs: resources and sets · **OUT** Outputs: performance · **ENV** Environment and context

landmark ■■□ major ■□□ emerging or specialized · open position · parent spine cell

	A · MEANING AND EQUITY		B · BRAND STRATEGY		C · CONSUMER SIDE		D · ASSETS AND VALUE		E · CONTEXT	
	1 Brand Meaning and Image	2 Brand Equity Concept and Measurement	3 Brand Extensions	4 Brand Positioning	5 Brand Communities and Engagement	6 Brand Loyalty and Buying Behavior	7 Brand Portfolios and Architecture	8 Brands and Financial Value	9 Brand Crises, Identification, and Activism	10 Brands in Digital and Social Media
PERIOD 1 Foundations to 1969	S1 ■■□ IN **Bi** Brand Image — Gardner and Levy, 1955; Levy, 1959 = P8, column 12					S2 ■■□ OUT **By** Brand Loyalty Measurement — Cunningham, 1956				
PERIOD 2 Planning 1970s						S3 ■■□ ENV **Rp** Repeat Buying Regularities — Ehrenberg, 1972				
PERIOD 3 Competitive Advantage 1980s	S4 ■■□ OUT **Cg** Self-Image Congruence — Sirgy, 1982	S5 ■■□ IN **Fq** Brand Equity Defined — Farquhar, 1989	S6 ■■□ FC **Bx** Brand Extension Concept — Tauber, 1981, 1988	S7 ■■■ FC **Bk** Brand Concept Management — Park, Jaworski, and MacInnis, 1986						
PERIOD 4 Orientation and Relationships 1990s	S8 ■■■ OUT **Bj** Brand Personality — Aaker, 1997	S9 ■■■ IN **Be** Brand Equity — Aaker, 1991; Kamakura and Russell, 1993; Keller, 1993 = P49, column 12	S10 ■■■ OUT **Xe** Brand Extension Evaluation — Aaker and Keller, 1990; Broniarczyk and Alba, 1994; Park, Milberg, and Lawson, 1991	S11 ■■□ FC **Dq** Meaningful Differentiation — Carpenter, Glazer, and Nakamoto, 1994	S12 ■□□ OUT **Mi** Member Identification — Bhattacharya, Rao, and Glynn, 1995	S13 ■■■ ENV **Dj** Double Jeopardy Revisited — Ehrenberg, Goodhardt, and Barwise, 1990	S14 ■□□ FC **Bs** Brand Portfolio Structures — Laforet and Saunders, 1994	S15 ■■■ IN **Vf** Financial Brand Valuation — Barth et al., 1998; Simon and Sullivan, 1993		
PERIOD 5 Assets and Accountability 2000s	S16 ■■□ FC **Ib** Iconic Brands and Brand Knowledge — Holt, 2004; Keller, 2003	S17 ■■■ IN **Mq** Brand Equity Measurement — Ailawadi, Lehmann, and Neslin, 2003; Keller and Lehmann, 2006; Yoo and Donthu, 2001	S18 ■■□ OUT **Xu** Brand Extension Success — Völckner and Sattler, 2006	S19 ■■□ FC **Tq** Brand Positioning Questions — Keller, Sternthal, and Tybout, 2002	S20 ■■■ OUT **Bu** Brand Community — McAlexander, Schouten, and Koenig, 2002; Muniz and O'Guinn, 2001; Schau, Muñiz, and Arnould, 2009	S21 ■■■ OUT **Bf** Brand Trust and Affect — Chaudhuri and Holbrook, 2001	S22 ■■□ FC **Bp** Brand Portfolio — Aaker and Joachimsthaler, 2000; Morgan and Rego, 2009; Rao, Agarwal, and Dahlhoff, 2004 = P67, column 12	S23 ■■■ OUT **Bh** Brands and Shareholder Value — Madden, Fehle, and Fournier, 2006; Rego, Billett, and Morgan, 2009	S24 ■■■ OUT **Ph** Brand Crises and Identification — Bhattacharya and Sen, 2003; Dawar and Pillutla, 2000	S25 ■□□ IC **Nv** Brands in the Modern Communications Environment — Keller, 2009
PERIOD 6 Engagement and Networks 2010s	S26 ■■□ OUT **Ep** Emotional Attachment and Personality — Malär et al., 2011	S27 ■■□ IN **Ab** Consumer- and Sales-Based Equity Alignment — Datta, Ailawadi, and van Heerde, 2017	S28 ■□□ OUT **Xt** Brand Name Structure and Dilution — Sood and Keller, 2012	S29 ■□□ FC **Pu** Positioning Strategy Effectiveness — Fuchs and Diamantopoulos, 2010	S30 ■■□ OUT **Sb** Brand Engagement in Social Media — Hollebeek, Glynn, and Brodie, 2014	S31 ■■□ ENV **Gw** How Brands Grow — Sharp, 2010	S32 ■■□ IN **Ah** Brand Architecture and Firm Value — Hsu, Fournier, and Srinivasan, 2016	S33 ■■□ IN **Bc** Brand-Customer Asset Link — Mizik, 2014; Stahl et al., 2012 = P85, column 12	S34 ■■□ OUT **Cz** Product-Harm Crisis Review — Cleeren, Dekimpe, and van Heerde, 2017	S35 ■■■ IC **Nb** Brands in Social Media — Gensler et al., 2013; Kozinets et al., 2010
PERIOD 7 Frontier 2020s	open position ? *Brand meaning when AI generates brand content*	open position ? *Brand equity measured from digital traces*	open position ? *Extensions into services and platforms*	open position ? *Positioning in algorithm-curated choice sets*	open position ? *Brand communities across platforms and creators*	open position ? *Loyalty when algorithms choose the brand*	open position ? *Portfolios of brands and platforms*	open position ? *Brand value when AI agents make the purchase*	S36 ■■□ FC **Ba** Brand Activism — Moorman, 2020; Mukherjee and Althuizen, 2020; Vredenburg et al., 2020 = P95, column 12	S37 ■■■ FC **Hw** Branding in a Hyperconnected World — Swaminathan et al., 2020

How to read. Rows, block colors, and tier marks follow the parent table; tiers are judged within the stream. Down a column follows one family through time; across a row shows what the stream studied in an era. Spine cells may carry added anchors under the satellite's inclusion rule, which admits the stream's own journals and the outlets in which its defining statements appeared.

Placements, anchors, and tiers are editorial judgments, and anchors are entry points rather than a complete record of any stream. Anyone who uses or adapts this table is responsible for verifying its contents against the original works.

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