A brand is a set of associations that combine with heuristics in the mind of consumers to reduce the effort in making a buying decision to a minimum.

Brand Equity is the power of associations that combine with heuristics in the mind of consumers to shift demand by creating mental and physical availability. Well-managed brands shift demand in several ways: by commanding a higher price, generating more volume or both.

"First, it has to be a coherent totality, not a lot of bits. The physical product, the pack and all the elements of communication - name, style, advertising, pricing, promotions, and so on - must be blended into a single personality." – Stephen King, What is a Brand?

The ultimate point of a brand is not to create emotional appeal, or generate buzz. The point is to shift demand by creating mental and physical availability. Well-managed brands shift demand in several ways: by commanding a higher price, generating more volume or both.

"INDIFFERENCE DEMANDS THE EXTRAORDINARY".

"All of the words that we still use as common currency in planning advertising, concepts which even skilled professionals regard as self-evident truths… come loaded with the baggage of a particular world view that we might or might not want."

Paul Feldwick, The Anatomy of Humbug

"All models are wrong but some are useful."

George E. P. Box