

HOW AN ORDINARY PRODUCT COULD BE MADE A POWERFUL AND PRESTIGIOUS BRAND

P. RAJASHEKAR REDDY

*Assistant Professor, School of Management Sciences ,Nalla Narasimha Reddy Educational Societies Group of Institutions, Ghatkesar,
R.R.District, A.P. 500088.*

ABSTRACT

How an ordinary product could be made a powerful and prestigious brand Any organization can benefit enormously by creating a brand that represent the company as distinctive, trusted, exciting, reliable or whichever attributes are appropriate to that business. While absolute control over a brand is not possible due to outside influences, intelligent use of design, advertising, marketing, service proposition, events management, partnerships, staff training, and corporate culture and so on can all really help a company to generate associations in people's minds that will benefit it. Once decided, the articulation of these ideas can be put into action through branding techniques. It is these activities that set up the consumer's understanding and expectation of a particular company; in other words, its brand. And once a company has set up this brand 'promise', the most important thing to make a powerful and prestigious brand is to ensure that its products and services consistently deliver on it.

Keywords: Advertising, Brand, Ordinary Prestigious, Product, Quality.

INTRODUCTION:

The markets in which companies operate are highly dynamic in nature. There is constant evolution in products, introduction of new technology, government rules, regulatory framework, consumer taste and preference. Between all these companies have to devise marketing communication and branding programs, which look forward to maintaining consumer based brand equity. Companies have to balance brand management that they are able to understand the future preference of consumer. This calls for companies to be pro-active and thinking standing on their feet. One way of brand management over time is to strengthen brand equity by developing marketing programs, which express brand knowledge consistently as not to confuse the consumer. For example, Apple, their programs are developed to reinforce their commitment to offer world class full entertainment and communication devices, so introduction "I-phone" had ready acceptance from consumers. Market leader like coca-cola has constantly run marketing program even after been market leaders. However, this does not imply that same campaign is running repeatedly, rather coming up innovative strategies to reinforce brand knowledge. Innovation is one of the keys in developing and managing brand and ensuring that brand remains ahead of the competition curve. If companies operating in entertainment category or matter of fact insurance do not innovate then value of their brand is lost as these categories are product driven. For example, Apple, without its innovation in the form of I-pod mp3 player, Apple would have found it difficult facing competition from Sony. If the company's category is not a product driven marketing campaigns associated with brand image play an important role in sustaining the brand. For example, Pepsi, it is operating in highly competitive carbonated drinks' category, over the years their marketing campaign is focused on their highlighting their brand position as a drink for young generation. Every brand faces challenges as it moves in the product life cycle and at some point faces saturation. At this point, it is important to focus on expanding brand awareness that is looking for ways to generate more consumption by highlighting instance of consumption. For example, toothpaste revitalized consumption by highlighting advantages of twice daily usage. Another way to increase consumption is by highlighting diverse ways and occasion where brand can be consumed. This is more prevalent in food and beverages industry. Brand knowledge comes

from brand attributes and brand association; if companies try to fiddle with these sources of brand equity consequences can be disastrous. In early 90s Intel microprocessor had a technical flaw but the company was not swift enough to rectify the problem, thereby damaging brand equity source of power and safety. Intel realized the importance of brand equity and was quick in solving the problem by offering replacement. Another dilemma for companies is of choosing the right way to use the developed brand equity, normal course is to generate maximum price premium, but that should not be at cost of brand equity. Along with brand awareness, brand image also plays a pivotal role in revitalizing product performance. This can be done by highlighting points of difference, which may have been lost in all other marketing campaigns. Another way to enhance the brand image is by adopting new brand elements like brand symbol, logos, etc., For example, Federal Express modify to FedEx as a move generating more interest in face of competition from UPS (United Postal Service).

Theory: A brand is a set of associations that a person (or group of people) makes with a company, product, service, individual or organization.(1) If a brand results from a set of associations and perceptions in people's minds, then branding is an attempt to harness, generate, influence and control these associations to help the business perform better. For companies to sustain a brand over long period of time or to make an ordinary brand powerful and prestigious, it is absolute essential that marketing program should look at strategies around effective brand management. Effective brand management strategies constantly assess the consumer perceptions towards the brand and strive to attract her attention.(2) Strategies have to be flexible as to maintain the pace with the dynamic environment. Only then it is possible to have a successful brand. In a given market innumerable products and services are offered by different companies. The identity developed for this product and services over a period of time, through marketing strategies, sturdy performance etc is referred to as brand.

Methods: While preparing this research article focus has been kept on different branding strategies and its process and analysis in strong and prestigious brand development. For this purpose, I systematically propounded the concepts, factors, principles, process and different means of branding for conversion of an ordinary product in to a popular brand in present business scenario. This research made use of certain tools such as questionnaires, interviews and direct observation. Both primary as well as secondary sources of information have been taken into consideration. Extreme care has been taken to be objective and correct in the presentation of facts.

DISCUSSION :

Conversion of an ordinary product in to a prestigious brand begins with having a thorough knowledge of the term "brand".

It includes developing a promise, making that promise and maintaining it. It means defining the brand, positioning the brand, and delivering the brand. Brand creation and management is nothing but an art of creating and sustaining the brand. Branding makes customers committed to a company. A strong brand differentiates a product from the competitors. It gives a quality image to one's business. Brand management includes managing the tangible and intangible characteristics of brand. In case of product brands, the tangibles include the product itself, price, packaging, etc. While in case of service brands, the tangibles include the customers' experience. The intangibles include emotional connections with the product / service. Branding is assembling of various marketing mix medium into a whole so as to give an identity to a company. It is nothing but capturing customers mind with a brand name. It gives an image of an experienced, huge and reliable business. It is all about capturing the niche market for a company's product / service and about creating a confidence in the current and prospective customers' minds that the company and its products are the

unique solution to their problem.



There are following activities which can make an ordinary product a strong and powerful brand if implemented properly on time:

- Brand Name
- Brand Positioning
- Brand Image
- Brand Awareness
- Brand Association
- Brand Extension
- Brand Positioning Strategy
- Brand Attributes
- Sources of brand identity
- Brand Personality
- Brand Loyalty
- Brand Promise
- Co-branding
- Brand Association to Build Brand Equity

Brand Name: - Brand name is one of the brand elements which helps the customers to identify and Differentiate one product from another. It should be chosen very carefully as it captures the key theme of a product in an efficient and economical manner. It can easily be noticed and its meaning can be stored and triggered in the memory instantly. Choice of a brand name requires a lot of research. Brand names are not necessarily associated with the product.

For instance, brand names can be based on places (Air India, British Airways), animals or birds (Dove soap, Puma), people (Louise Phillips, Allen Solly).⁽³⁾ In some instances, the company name is used for all products (General Electric, LG). Process of Selecting a renowned and successful Brand Name

1. A company should define the objectives of branding in terms of six criterions - descriptive, suggestive, compound, classical, arbitrary and fanciful. It is essential to recognize the role of brand within the corporate branding strategy and the relation of brand to other brand and products. It is also essential to understand the role of brand within entire marketing program as well as a detailed description of niche market must be considered.
2. Generation of multiple names - Any potential source of names can be used; organization, management and employees, current or potential customers, agencies and professional consultants.
3. Screening of names on the basis of branding objectives and marketing considerations so as to have a more synchronized list - The brand names must not have connotations, should be easily pronounceable, should meet the

legal requirements etc.

4. Gathering more extensive details on each of the finalized names - There should be extensive International legal search done. These searches are at times done on a sequential basis because of the expense involved.
5. Conducting consumer research - Consumer research is often conducted so as to confirm management expectations as to the remembrance and meaningfulness of the brand names. The features of the product, its price and promotion may be shown to the consumers so that they understand the purpose of the brand name and the manner in which it will be used. Consumers can be shown actual 3-D packages as well as animated advertising or boards. Several samples of consumers must be surveyed depending on the niche market involved.
6. On the basis of the above steps, management can finalize the brand name that maximizes the organization's branding and marketing objectives and then formally register the brand name.

Brand Attributes:- Brand Attributes portray a company's brand characteristics. It signifies the basic nature of brand. Brand attributes are a bundle of features that highlight the physical and personality aspects of the brand. Attributes are developed through images, actions, or presumptions. Brand attributes help in creating brand identity. A strong brand must have following attributes:

1. Relevancy- A strong brand must be relevant. It must meet people's expectations and should perform the way they want it to. A good job must be done to persuade consumers to buy the product; else in spite of company's product being unique, people will not buy.
2. Consistency- A consistent brand signifies what the brand stands for and builds customers trust in brand. A consistent brand is where the company communicates message in a way that does not deviate from the core brand proposition.
3. Proper positioning- A strong brand should be positioned so that it makes a place in target audience mind and they prefer it over other brands.
4. Sustainable- A strong brand makes a business competitive. A sustainable brand drives an organization towards innovation and success. Example of sustainable brand is Marks and Spencer's.
5. Credibility- A strong brand should do what it promises. The way a company communicate its brand to the audience/customers should be realistic. It should not fail to deliver what it promises. A company should not exaggerate as customers want to believe in the promises it make to them.
6. Inspirational- A strong brand should transcend/ inspire the category it is famous for. For example- Nike transcendent Jersey Polo Shirt.
7. Uniqueness- A strong brand should be different and unique. It should set the company apart from other competitors in market.

8. **Appealing-** A strong brand should be attractive. Customers should be attracted by the promise it make and by the value it deliver.

Brand Positioning:- Brand positioning refers to "target consumer's" reason to buy the company's product in preference to others. It ensures that all brand activity has a common aim; is guided, directed and delivered by the brand's benefits/reasons to buy; and it focuses at all points of contact with the consumer.

Brand positioning must make sure that:

- Is it unique / distinctive vs. competitors?
- Is it significant and encouraging to the niche market?
- Is it appropriate to all major geographic markets and businesses?
- Is the proposition validated with unique, appropriate and original products?
- Is it sustainable - can it be delivered constantly across all points of contact with the consumer?
- Is it helpful for organization to achieve its financial goals?
- Is it able to support and boost up the organization?

In order to create a distinctive place in the market, a niche market has to be carefully chosen and a Differential advantage must be created in their mind. Brand positioning is a medium through which an organization can portray its customers what it wants to achieve for them and what it wants to mean to them. Brand positioning forms customer's views and opinions. Brand Positioning can be defined as an activity of creating a brand offer in such a manner that it occupies a distinctive place and value in the target customer's mind. For instance-Kotak Mahindra positions itself in the customer's mind as one entity- "Kotak "- which can provide customized and onestop solution for all their financial services needs. It has an unaided top of mind recall. It intends to stay with the proposition of "Think Investments, Think Kotak".(4) The positioning a company chose for its brand will be influenced by the competitive stance it wants to adopt. Brand Positioning involves identifying and determining points of similarity and difference to ascertain the right brand identity and to create a proper brand image. Brand Positioning is the key of marketing strategy. A strong brand positioning directs marketing strategy by explaining the brand details, the uniqueness of brand and it's similarity with the competitive brands, as well as the reasons for buying and using that specific brand. Positioning is the base for developing and increasing the required knowledge and perceptions of the customers. It is the single feature that sets a company's service apart from its competitors. For instance- Kingfisher stands for youth and excitement. It represents brand in full flight. There are various positioning errors, such as-

1. **Under positioning-** This is a scenario in which the customer's have a blurred and unclear idea of the brand.
2. **Over positioning-** This is a scenario in which the customers have too limited awareness of the brand.
3. **Confused positioning-** This is a scenario in which the customers have a confused opinion of the brand.
4. **Double Positioning-** This is a scenario in which customers do not accept the claims of a brand.

Sources of brand identity:- Brand symbols/logos/ trademarks are strong means to attract attention and enhance brand personalities by making customers like them. It is feasible to learn the relationship between symbol/logo and brand if the symbol is reflective / representative of the brand. For instance, the symbol of LG symbolizes the world, future, youth, humanity, and technology. Also, it represents LG's efforts to keep close relationships with their customers. (5)

Brand Image: - The idea behind brand image is that the consumer is not purchasing just the product/service but also the

image associated with that product/service. Brand images should be positive, unique and instant. Brand images can be strengthened using brand communications like advertising, packaging, word of mouth publicity, other promotional tools, etc. The brand image includes products' appeal, ease of use, functionality, fame, and overall value. Brand image is the objective and mental feedback of the consumers when they purchase a product. Positive brand image is exceeding the customers' expectations. Positive brand image enhances the goodwill and brand value of an organization. For example- Volvo is associated with safety. Toyota is associated with reliability. (6)

Brand Personality: - Brand personality is the way a brand speaks and behaves. It means assigning human personality traits/characteristics to a brand so as to achieve differentiation. These characteristics signify brand behavior through both individuals representing the brand (i.e. it's employees) as well as through advertising, packaging etc. When brand image or brand identity is expressed in terms of human traits, it is called brand personality. For instance - Allen Solley brand speaks the personality and makes the individual who wears it stand apart from the crowd. Infosys represents uniqueness, value, and intellectualism. Brand personality is nothing but personification of brand. A brand is expressed either as a personality who embodies these personality traits (For instance - Shahrukh Khan and Airtel, John Abraham and Castrol) or distinct personality traits (For instance - Dove as honest, feminist and optimist; Hewlett Packard brand represents accomplishment, competency and influence). (7) Brand personality is the result of all the consumer's experiences with the brand. It is unique and long lasting.

Brand Awareness: - Brand awareness is the probability that consumers are familiar about the life and availability of the product. It is the degree to which consumers precisely associate the brand with the specific product. It is measured as ratio of niche market that has former knowledge of brand. Brand awareness includes both brand recognition as well as brand recall. Brand recognition is the ability of consumer to recognize prior knowledge of brand when they are asked questions about that brand or when they are shown that specific brand, i.e., the consumers can clearly differentiate the brand as having being earlier noticed or heard. While brand recall is the potential of customer to recover a brand from his memory when given the product class/ category, needs satisfied by that category or buying scenario as a signal. In other words, it refers that consumers should correctly recover brand from the memory when given a clue or he can recall the specific brand when the product category is mentioned. It is generally easier to recognize a brand rather than recall it from the memory. To create brand awareness, it is important to create reliable brand image, slogans and taglines. The brand message to be communicated should also be consistent. Strong brand awareness leads to high sales and high market share. Brand awareness can be regarded as a means through which consumers become acquainted and familiar with a brand and recognize that brand.



Brand Loyalty: - To develop brand loyalty, an organization should know their niche market, target them, support their product, ensure easy access of their product, provide customer satisfaction, bring constant innovation in their product and offer schemes on their product so as to ensure that customers repeatedly purchase the product. Brand loyalty can be developed through various measures such as quick service, ensuring quality products, continuous improvement, wide distribution network, etc. When consumers are brand loyal they love "you" for being "you", and they will minutely consider any other alternative brand as a replacement.(8) Examples of brand loyalty can be seen in US where true Apple customers have the brand's logo tattooed onto their bodies. Similarly in Finland, Nokia customers remained loyal to Nokia because they admired the design of the handsets or because of user- friendly menu system used by Nokia phones.(9)

Brand Association: - Brand should be associated with something positive so that the customers relate the brand to being positive. Brand associations are the attributes of brand which come into consumers mind when the brand is talked about. It is related with the implicit and explicit meanings which a consumer relates/associates with a specific brand name. Positive brand associations are developed if the product which the brand depicts is durable, marketable and desirable. The customers must be persuaded that the brand possess the features and attributes satisfying their needs. This will lead to customers having a positive impression about the product. Positive brand association helps an organization to gain goodwill, and obstructs the competitor's entry into the market.

Brand Promise: - Brand promise is what a company say to the customer and what is to be delivered. If the company is not able to meet the expectations of the customer, its business will either flounder or die. If the company is not able to deliver the brand promise it will not be able to meet the expectations that have been created in the customers mind.

There are three major mistakes that the business leaders make while executing and developing the brand promise:

- The first mistake is when the company refuses to recognize the customer expectations that are created in customers mind before it comes in contact with that particular brand. The customers are very easily able to realize the brand promise by the business a company is dealing with. For example, if a company has a gourmet restaurant then the customers will have an image in their mind that it will different from the local restaurant. This is one of the major reasons, why one should work for every smallest detail. For example, the image of a gourmet restaurant does not include plastic menus or paper placemats.
- The second major mistake is to implement a system which gives a negative experience to the customer. Business leaders work on creating efficient results for saving time and money. Human beings are self-centered creatures with a thought in their mind to save money and time for us. For example, a customer asks do you accept credit card? Do you accept all credit cards or only master card and visa? If the company doesn't accept these cards, does it make any difference in the cost? It's just that the company is losing sales. Then what are the other services a company is giving to the customer in place which is the attraction for the customers. Any small inconvenience which will force the customer to say that "you are not completely service oriented" and encourages the customer to some other brand.
- The third major mistake is that when a company is not able to hire the best candidate. A company easily hires anyone who applies and don't even put some efforts to train them gives a really terrible experience to the customers. Brand promises are delivered by the staff.

Brand Extension: - Extending a brand outside its core product category can be beneficial in a sense that it helps evaluating product category opportunities, identifies resource requirements, lowers risk, and measures brand's relevance and appeal. A renowned/successful brand helps an organization to launch products in new categories more easily. For instance, Nike's brand core product is shoes. But it is now extended to sunglasses, soccer balls, basketballs, and golf equipments.(10) Wipro which was originally into computers has extended into shampoo, powder, and soap. Mars is no longer a famous bar only, but an ice-cream, chocolate drink and a slab of chocolate.

Brand Extension makes acceptance of new/ ordinary product easy in following ways.

- a. It increases brand image.
- b. The risk perceived by the customers reduces.
- c. The likelihood of gaining distribution and trial increases. An established brand name increases consumer interest and willingness to try new product having the established brand name.
- d. The efficiency of promotional expenditure increases. Advertising, selling and promotional costs are reduced. There are economies of scale as advertising for core brand and its extension reinforces each other.
- e. Cost of developing new brand is saved.
- f. Consumers can now seek for a variety.
- g. There are packaging and labeling efficiencies.
- h. The expense of introductory and follow up marketing programs is reduced

Instances where brand extension has been a failure are.

- i. i, In case of new Coke, Coca Cola has forgotten what the core brand was meant to stand for. It thought that taste was the only factor that consumer cared about. It was wrong. The time and money spent on research on new Coca Cola could not evaluate the deep emotional attachment to the original Coca- Cola.(11)
- ii. Rasna Ltd. - Is among the famous soft drink companies in India. But when it tried to move away from its niche, it hasn't had much success. When it experimented with fizzy fruit drink "Oranjolt", the brand bombed even before it could take off. Oranjolt was a fruit drink in which carbonates were used as preservative. It didn't work out because it was out of synchronization with retail practices. Oranjolt need to be refrigerated and it also faced quality problems. It has a shelf life of three-four weeks, while other soft- drinks assured life of five months.(12)

Co-branding:- Co-branding is the utilization of two or more brands to launch a new product. The ingredient brands help each other to achieve their aims. The overall synchronization between the brand pair and the new product has to be kept in mind. Example of co-branding - Citibank co-branded with MTV to launch a co-branded debit card. This card is beneficial to customers who can avail benefits at specific outlets called MTV Citibank club.(13) Co-branding has various advantages, such as - risk sharing, generation of royalty income, more sales income, greater customer trust on the product, wide scope due to joint advertising, technological benefits, better product image by association with another renowned brand, and greater access to new sources of finance. But co-branding is not free from limitations. Co-branding may fail when the two products have different market and are entirely different. If there is difference in visions and missions of the two companies, then also composite branding may fail. Co-branding may affect partner brands in adverse manner. If the customers associate any adverse experience with a constituent brand, then it may damage the total brand equity.

Brand Positioning Strategy: - Brand positioning strategy is about finding a right place for a brand in market place as

well consumer mind. A consumer should easily identify that for a given need or want this is the brand. If brand fails to do this, it simply becomes just another product or commodity on supermarket or mall shelf. So for successful brand positioning, following points are of utmost importance for companies; target consumer, main competitors, point of similarity with competitors and point of difference with competitors.

Brand Association to build Brand Equity: - If a company is to introduce a new brand the first step of association is with corporate brand if it exists. For example, Nokia, when it introduced mini laptop it was referred as Nokia 3G Booklet. They are creating association, as consumers are already aware Nokia mobile phones. (14) Along with company, country of origin can also be relevant source for brand association, for example BMW and its association with Germany. Top class and renowned German engineering process gets linked to brand BMW or other car coming out of Germany. (15) Another valuable association is through channel distribution; if company already has a strong retail level penetration then introduction of new brand will have its benefit. But here question is raised concerning brand positioning, if retail network is catering to high end brand, that distribution network will not be relevant for low end brand. Another way of association is through usage of logos, characters from brands, franchise of other product category. For example, Sony's PSP coming out with console featuring characters from Star Wars. But strategy has a drawback, sometimes popularity character may last just for a movie or a season, in that case, brand has to undergo another round of association. So choice of right character as shown by Sony is important. (16) Celebrity endorsement is another way of association, for example, Tiger Woods endorsing product Gatorade. (17) However this also has challenges if that celebrity is involved endorsing many other brands. This could lead to dilution or recall value of brand. Also if fortunes of celebrity go turtle brand are also in for some pounding.

Implications of branding on business of any company:

The aim of branding is to convey brand message vividly, create customer loyalty, persuade the buyer for the product, and establish an emotional connectivity with the customers. Branding forms customer perceptions about the product. It raises customer expectations about the product. The primary aim of branding is to create differentiation. In addition to taking advantage of the outstanding growth opportunities, the following drives the increasing interest in creating a strong and prestigious brand:

- Economies of scale (production and distribution)
- Lower marketing costs
- Laying the groundwork for future extensions worldwide
- Maintaining consistent brand image
- Quicker identification and integration of innovations (discovered worldwide)
- Preempting international competitors from entering domestic markets
- Increasing national or international media reach (especially with the explosion of the Internet) is an enabler
- Increases in national or international business

CONCLUSION:

Strong brands reduce customers' perceived monetary, social and safety risks in buying goods/ services. The customers can better imagine the intangible goods with the help of brand name. Strong brand organizations have a high market share. The brand should be given good support so that it can sustain itself in long run. It is essential to manage all brands and build brand equity over a period of time. Brand management helps in building a corporate image. A brand manager has to oversee overall brand performance. A successful brand can only be created if the brand management system is

competent. Upon creating brand, one has a better chance of selling such items to a broader audience whether that be on a local or global level. Still, if one can communicate the use of their product or service clearly, establish trust within the community, be that locally or globally, aim marketing at the right audience, build a base of buyers and customer loyalty and offer great customer service, then one is on their way to not only creating and advertising an excellent brand but selling one as well. Therefore, when looking for steps in building a brand, there are many steps which one can complete to help make the creation of such brand an easier task. These include, knowing the company's customer, building desired brand, finding a great logo and lettering to represent same, targeting the appropriate audience and placing a number of ads in as many online and offline advertising venues one can find. For, after doing so, one may just find that they are selling even more products and services than one had ever dreamed possible.

REFERENCES:

1. Iain Ellwood (2002); The essential brand book: over 100 techniques to increase brand value; Kogan Page Publishers; pg-121.
2. Mark S. Glynn (2009); Business-to-business brand management: theory, research and executive case study exercises; Emerald Group Publishing; pg- 263.
3. Karen Post, Jeffrey H. Gitomer, Michael Tchong (2005); Brain tattoos: creating unique brands that stick in your customers' minds; publication- AMACOM Div American Mgmt Assn; pg-49.
4. Tapan K Panda (2005); Branding-Paradigms And Prognostications; pub-ICFAI Books; pg-5
5. Paul Temporal (2006); Asia's star brands; publication- John Wiley and Sons; pg-94
6. Isobel Doole, Robin Lowe (2008); International marketing strategy; publication- Cengage Learning EMEA; pg-194.
7. Jenne Meyer (2007); A comparison study of personality types and brand involvement; Publication- ProQuest; pg-29.
8. David L. Kurtz (2010); Contemporary Marketing 2011; pub- Cengage Learning; pg-407.
9. Senior (2009); Organizational Change, 3/E; Pearson Education India; pg-36.
10. Lehmann (2005); Product Management, 4/E; Tata McGraw-Hill Education; pg-273.
11. Matt Haig (2005); Brand failures; publication- Kogan Page; pg-11.
12. Sicco Van Gelder (2005); Global Brand Strategy; Kogan Page Publishers, pg-64.
13. Vijay Mahajan, Kamini Banga (2005); The 86 Percent Solution; Publication- Pearson Prentice Hall, pg-32.
14. Lambert M Surhone, Mariam T Tennoe (2010); Nokia Booklet 3g; Publication- VDM Verlag Dr. Mueller AG & Co. Kg; pg-6.
15. Marion Maguire (2007); A Case Analysis- Exploring Customer Attitudes on BMW; Publication- GRIN Verlag; pg-9.
16. Jay P. Pederson (2005, volume 67); International directory of company histories; publication- St. James Press; pg-87.
17. Larry Z. Leslie (2011); Celebrity in the 21st Century; publication-ABC-CLIO, pg-46.