



Building strong brand image in the smartphone industry: the interplay of brand familiarity, brand awareness, and brand extension

Nabila Salwa Kamal¹, Tirani Agesta², May Dedu³

^{1,2,3} Fakultas Ekonomi dan Bisnis Program Studi Manajemen, Universitas Swadaya Gunung Jati, Cirebon, Indonesia

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ABSTRACT

This research examines the influence of brand familiarity, brand awareness, and brand extension on the overall perception of brand image. The study emphasizes the experiences and viewpoints of smartphone users across different brands to investigate how these three factors collectively shape a strong brand image in consumers' minds. This study employs a quantitative approach, utilizing primary data collected through online surveys. The sample comprises 160 respondents who are users of various smartphone brands in Cirebon, selected through a purposive convenience sampling method. The study applies the Structural Equation Modeling - Partial Least Square (SEM-PLS) technique to analyze the relationship between the examined variables. The findings reveal that brand familiarity and awareness significantly and positively impact brand image. Furthermore, brand extension also plays a crucial role in enhancing brand image. These findings confirm that these three variables are significant in shaping consumer perceptions of a brand. The practical implications of this study emphasize the importance of companies developing marketing strategies that are oriented towards increasing brand familiarity and awareness as well as the effectiveness of brand extension. By optimally managing these aspects, companies can build a strong and positive brand image, which ultimately contributes to increasing consumer trust and loyalty towards the smartphone products they offer.

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Corresponding Author:

Nabila Salwa Kamal,
Manajemen,
Universitas Swadaya Gunung Jati,
Jl. Pemuda Raya No.32, Sunyaragi, Kec. Kesambi, Kota Cirebon, Jawa Barat 45132
Email: nabilasalwakamal@gmail.com

1. INTRODUCTION

The smartphone industry continues to grow rapidly, driven by technological innovation, digitalization, and changes in consumer lifestyles. Today, smartphones not only function as a means of communication but also become the centre of a digital ecosystem that includes media consumption, entertainment, and internet-based interactions. A study by (Barrios-Rubio,2021) shows that smartphones have become the primary tool for

accessing digital media services, including radio, music, and podcasts, which increasingly integrate these devices into modern digital lifestyles. Based on research carried out by (Rai et al., 2023), consumer decisions in purchasing smartphones are greatly influenced by brand image, price, and social factors, with brand image having the most significant impact on consumer preferences. Competition in this industry is getting tighter with the dominance of brands such as Apple, Samsung, Xiaomi, Oppo, and Vivo, which continue to compete in building competitive advantages through strong branding strategies. International brands compete based on product specifications and establish a strong brand image that can attract and retain customer loyalty. Research conducted by (Gluhović, 2020) discovered that brand equity, encompassing brand awareness and association, has a crucial influence on shaping consumers' smartphone purchasing decisions in the global market.

Brand image is not only formed through direct marketing strategies but is also influenced by external factors such as word-of-mouth (WOM) and electronic word-of-mouth (eWOM). Consumers often build perceptions of a brand based on information they receive from people around them, either through direct recommendations (WOM) or digital reviews on social media or e-commerce platforms (eWOM). In this context, brand awareness plays an important role because before a consumer can have an opinion or recommendation about a brand, they must first be aware of its existence. The higher the brand awareness, the more likely the brand is to be top-of-mind for consumers when considering a purchase. WOM and eWOM contribute to increasing brand awareness by spreading information from one consumer to another, creating a viral effect that can strengthen the brand image in the long term. In other words, when a brand has a high level of brand awareness and is accompanied by positive WOM and eWOM, the brand image is stronger in the eyes of consumers, increasing trust and loyalty to the brand. Therefore, building a strong brand image in the highly competitive smartphone industry depends on a company's marketing strategy and how consumers actively share their experiences with a brand, both directly and through digital platforms.

However, building a strong brand image is not an easy task. Failing to sustain a strong brand image may lead customers to move toward brands that are more adaptive and aligned with their needs. A notable example is LG, a major global technology corporation. Yet, in April 2021, LG revealed its decision to shut down its smartphone division following years of financial losses and declining competitiveness. According to a (Forbes, 2021) report, LG failed to maintain its brand appeal amidst increasingly fierce competition from Samsung, Apple, and Chinese manufacturers such as Xiaomi and Oppo, which are more aggressive in innovation and marketing. One of the main factors in LG's failure in the smartphone business is the lack of attractive innovation to consumers and a marketing strategy that is not as effective as its competitors. Although LG had launched unique products such as the LG Wing and LG Rollable, these innovations were not strong enough to attract market attention and increase customer loyalty.

In the highly competitive smartphone industry, technological innovation is more dominant than branding strategy in building brand image. Changing consumer preferences that increasingly prioritize the latest features, efficiency, and better user experience make innovation a key differentiator between brands that survive and those that are left behind. LG's failure to maintain its smartphone business shows that without relevant innovation, a brand can lose competitiveness even with a strong branding strategy. LG once tried to present unique products such as the LG Wing and LG Rollable, but these innovations were less popular because they did not match the main needs of consumers. Consumers tend to be more attracted to products with the latest technology that provides tangible benefits, such as faster performance, high-quality cameras, longer battery life, and better device integration. While branding strategies remain important in shaping brand identity and creating differentiation, without the support of relevant and

attractive technological innovations, these strategies will not be enough to maintain competitiveness in the market. Therefore, technological innovation is not just a supporting factor but has become a key element in building a strong brand image and maintaining customer loyalty in the rapidly growing smartphone industry.

The consequences of this lack of innovation can be seen in LG's fate, which has experienced losses for six consecutive years in the smartphone business. A report from (CNN Indonesia, 2021) stated that LG had suffered losses for six consecutive years in the smartphone business, ultimately making it choose to exit the industry. Conversely, Samsung and Apple have successfully sustained their market position by fostering a powerful brand reputation through continuous innovation and well-executed promotional strategies. Apple, for example, continues to increase customer loyalty with premium product designs, innovative features, and integrated ecosystems, such as between the iPhone, Mac, and Apple Watch. Meanwhile, Samsung remains relevant by introducing new technologies, such as the Galaxy Fold and Flip foldable phones, which have caught the attention of the global market. LG's business downfall illustrates that a lack of focus on brand management can hinder a brand's ability to adjust to market shifts swiftly. Research conducted by (Nwabekee et al., 2024) indicates that the absence of a flexible brand management strategy can obstruct business expansion and cause companies to lose their relevance in the global market, particularly in rapidly evolving developing economies. The impact of weak brand management not only causes a decrease in competitiveness but also worsens the company's reputation and reduces consumer trust, ultimately affecting sales and brand growth.

In this context, brand image is important in ensuring a brand remains relevant and competitive. It represents the perception consumers develop through their interactions with a brand, encompassing aspects such as its name, logo, visual identity, cultural values, and overall product or service experience (Parris & Guzmán, 2023). In addition, brand image also reflects consumers' perceptions, impressions, and emotional reactions to a brand (Ge & Ge, 2023). Consumer perceptions of the benefits offered by a brand—both functional and symbolic—are closely correlated with brand image. A brand with a positive image tends to be better able to meet or even exceed customer expectations (Koubaa, 2008). In this digital era that is all connected, brand image is one of the main factors influencing consumer loyalty and preference. A study by (M. Guliyev, 2023) The research revealed that brand image significantly influences purchasing decisions, especially for young people, for whom social status is a major factor in determining brand choices. Modern consumers not only consider technical specifications when choosing a smartphone but also how a brand is perceived in terms of trust, innovation, reputation, and user experience (Ahmed et al., 2023). Therefore, building a strong brand image is not only a marketing strategy but also the key for smartphone manufacturers to maintain their competitiveness amidst increasingly tight industry competition.

The three key components that serve as the basis for establishing a brand image include brand familiarity, brand awareness, and brand extension. Brand familiarity refers to the level of consumer experience with a brand, whether gained through direct interaction or exposure to its messaging. This aspect affects consumers' recall and perception of the brand, contributing to the development of digital customer engagement (Yunpeng & Khan, 2021). Consumers who have prior exposure to a brand are more likely to recognize and retain advertising messages conveyed, making them less susceptible to influence from competitors' promotions. Research conducted by (Zhu et al., 2021) has shown that brand familiarity enhances advertisement recall and reinforces purchase intentions, particularly in marketing strategies that rely on social media. The higher a consumer's familiarity with a brand, the stronger the trust and emotional connection they develop (Li & Sun, 2022). Research conducted by (van Berlo et al., 2020) indicates

that brand familiarity is a crucial factor in determining the success of digital advertisements, particularly smartphone app-based marketing.

Besides brand familiarity, brand awareness is also a key factor influencing brand image—consumers' capability to recall and identify a brand across different marketing contexts (Bergkvist & Taylor, 2022). Recent research indicates that brand awareness enhances customer loyalty and is crucial in digital marketing and social media initiatives (Aljumah et al., 2023). This factor greatly influences purchasing decisions and customer loyalty (Kotler et al., 2019). Consumers are more likely to choose familiar brands rather than new ones, making brand awareness a key factor in driving sales growth and expanding market share (Yazid & Kawiryana, 2023). Brand awareness not only ensures that consumers recognize a brand but also influences their purchasing decisions. Research by (Lo Presti et al., 2021) Indicates that brand familiarity and awareness have a crucial influence on purchase intentions, particularly within digital platforms. In this context, consumer decisions are primarily shaped by product quality and brand image. With the advancement of digital marketing strategies, brand awareness is increasingly built through social media, influencer collaborations, and interactive technologies like Augmented Reality (AR) (Whang et al., 2021).

In addition to these two factors, brand extension is also an essential strategy in building and maintaining brand image. Brand extension is a marketing strategy that allows a brand to expand its reach into different product categories. Brands leverage their appeal in one market to build positive acceptance in new markets (Deng & Messinger, 2022). The effectiveness of a brand extension relies on the alignment between the newly introduced product and the original brand, which can enhance brand perception and strengthen customer loyalty. A study by (Peng et al., 2023) Indicates that a stronger alignment between a brand extension and its parent brand leads to a greater influence on brand equity and customer loyalty. Additionally, a study by (Pontes & Pontes, 2021) found that brand extensions that do not align with consumers' perception of the main brand can weaken brand image. In contrast, well-matched strategies can enhance brand image and create a competitive edge in the market.

Brand extension has become one of the most effective ways for brands to stay relevant in a changing market. A study by (Christino et al., 2020) found that brand familiarity contributes significantly to the success of a brand extension, where consumers tend to be more receptive to new products from brands they already know. Samsung, with the Galaxy Fold and Flip series, and Apple, with the iPhone, Mac, and Apple Watch ecosystems, show how brand extension can increase competitiveness while strengthening customer loyalty. By presenting products that are interconnected and complementary, these two brands have succeeded in creating a more convenient and attractive experience for their consumers.

While numerous studies have explored brand familiarity, awareness, and extension, most have analyzed these aspects independently. Earlier research has primarily examined the individual effects of each factor on purchasing behavior or brand loyalty without investigating how these three elements interact collectively to shape a comprehensive brand image. For example, a study by (Yu et al., 2021) found that brand familiarity has a more substantial effect on brand loyalty compared to brand involvement, indicating the importance of brand experience and recognition in creating consumer loyalty. Meanwhile, a study by (Lo Presti et al., 2021) showed that brand awareness can increase purchase intentions, especially in a digital environment, by considering product quality and brand image factors. However, these two studies have not looked at how brand familiarity and brand awareness can work together to improve brand image and consumer involvement in a brand's digital ecosystem.

Furthermore, a study by (Zeqiri et al., 2024) Indicates that brand familiarity and awareness contribute to purchasing decisions and enhance consumer involvement within

the digital landscape. This confirms that in the smartphone industry, which is increasingly integrated with digital services, the understanding of brand awareness and brand familiarity must be broader, not only in the context of physical products but also in consumer engagement in a brand's digital ecosystem. However, to date, there has been no research that explicitly explores how brand familiarity, brand awareness, and brand extension interact simultaneously in shaping brand image in the smartphone industry, especially in the context of digitalization and technology-based marketing. Therefore, this study is here to fill this gap by analyzing how these three elements work together in building a strong brand image, increasing consumer engagement in the digital ecosystem, and maintaining customer loyalty in the highly competitive smartphone industry.

2. RESEARCH METHOD

This study employs a quantitative approach, utilizing primary data. The target population consists of individuals who use smartphones. 160 respondents were selected as the research sample using the purposive convenience sampling method (Bryman & Bell, 2015). Using purposive convenience sampling ensures that the sample represents consumer perceptions by considering the accessibility and relevance of respondent characteristics to the research objectives so that the results obtained are more accurate in understanding smartphone consumer behavior in Cirebon. The respondents include users of various smartphone brands without restrictions on a specific brand. This enables the study to capture a broader perspective on Brand Familiarity, Brand Awareness, Brand Extension, and their influence on Brand Image. Consequently, the findings provide a more comprehensive understanding of consumer perceptions across different smartphone brands available in the market.

Data was collected through an online questionnaire utilizing a Likert scale, targeting respondents who met the specified criteria—individuals aged 15 years and above who reside in Cirebon and actively use smartphones. The data was analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The Partial Least Square (PLS) technique was chosen due to its frequent application in complex predictive causal analyses. It is well-suited for predictive modeling and theoretical development, as demonstrated in this study (Wulandari et al., 2024). In addition, SEM-PLS has the advantage of handling models with complex latent variables and relatively small sample sizes. This method also allows measuring relationships between reflective and formative variables, thus providing more accurate analysis results. It can also be used in strategic decision-making by smartphone companies. Considering its flexibility and reliability, using SEM-PLS in this study is the right justification for understanding the relationship between brand familiarity, brand awareness, brand extension, and brand image more comprehensively.

2.1 Research Hypothesis

The hypothesis is a temporary solution to the problem under study. Hypotheses are based on the formulation of the issues, theoretical foundations, and descriptions of previous research. Based on this framework, the hypothesis of this study can be drawn as follows: H1: There is a positive and significant influence between brand familiarity on brand image. H2: There is a positive and significant influence between brand awareness on brand image. H3: Brand extension has a positive and significant influence on brand image.

2.2 Model Concept

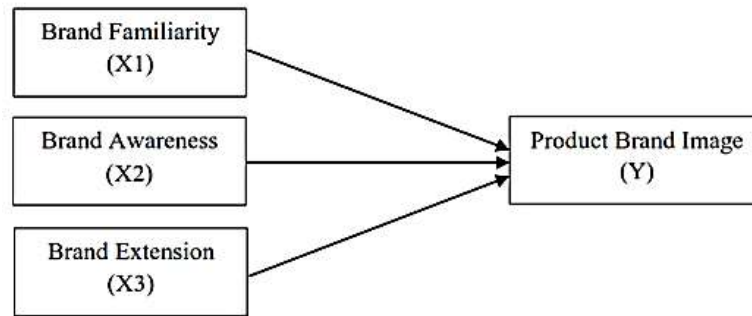


Figure 1. Concept Model

3. RESULTS AND DISCUSSIONS

3.1 Characteristics of Respondents

Below is a table presenting an overview of the results from 160 respondents who completed the questionnaire.

Description	Category	Total Respondents	Percentage
Gender	Male	48	30%
	Female	112	70%
	Total	160	100%
Age	15-20	90	56,25%
	21-25	52	32,5%
	≥ 26	18	11,25%
	Total	160	100%
Educational Background	Junior High School	10	6,25%
	Senior High School	68	42,5%
	College graduate	81	50,625%
	Others	1	0,625%
	Total	160	100%
Occupations	Student	36	22,54%
	College student	76	47,5%
	Worker	32	20%
	Housewife	10	6,25%
	Seller	6	3,75%
	Total	160	100%
Smartphone Brand	Iphone	47	31,875%
	Samsung	45	28,125%
	Oppo	20	12,5%
	Vivo	16	10%
	Xiaomi	9	5,625%
	Infinix	7	4,375%
	Realme	7	4,375%
	Redmi	6	3,75%
	Poco	1	0,625%
	Sony	1	0,625%
	Asus	1	0,625%
	Total	160	100%

Referring to the table presented above, 70% of respondents in this study are female. In terms of age groups, the 15-20 age range dominates with a percentage of 56.25%, followed by the 21-25 age group at 32.5% and those above 26 years old at 11.25%. Regarding educational background, most respondents are college graduates, making up 50.625%, followed by senior high school graduates at 42.5% and junior high school graduates at 6.25%. The majority of respondents are college students, accounting for 47.5%, followed by workers at 20%, students at 22.54%, housewives at 6.25%, and sellers at 3.75%. In terms of smartphone brands used by respondents, iPhone is the most popular choice with a percentage of 31.875%, followed by Samsung (28.125%), Oppo (12.5%), and Vivo (10%). Other brands such as Xiaomi, Infinix, Realme, Redmi, Poco, Sony, and Asus have smaller percentages. With this data distribution, the respondents meet the sample criteria appropriate for the research objectives.

3.2 Convergent Validity

Convergent validity aims to examine the relationship between indicators in a construct and their precision in representing the concept being measured (Purnasalam & Suryani, 2025). This test uses the outer loading value or loading factor as a reference. A construct is declared to meet the requirements of good convergent validity if the outer loading value exceeds 0.5.

Table 2. Convergent Validity

Indicator	BA	BE	BF	BI
BA. 1	0,768			
BA. 2	0,801			
BA. 3	0,816			
BA. 4	0,816			
BE. 1		0,702		
BE. 2		0,803		
BE. 3		0,822		
BE. 4		0,773		
BF. 1			0,816	
BF. 2			0,792	
BF. 3			0,742	
BF. 4			0,707	
BI. 1				0,787
BI. 2				0,790
BI. 3				0,863
BI. 4				0,792
BI. 5				0,717

Referring to the table above, all variable indicators in this study exhibit an outer loading value exceeding 0.7. An outer loading value ranging from 0.7 to 0.8 signifies a strong level of convergent validity, fulfilling the criteria for convergent validity (Ghozali, 2013). The data indicates that none of the variable indicators have outer loading values below 0.5. Therefore, all indicators in this study are considered valid and appropriate for further analysis.

3.3 Average Variance Extracted

(Fajarwati & Haliza, 2024) that a variable achieves good convergent validity when its Average Variance Extracted (AVE) value exceeds 0.50. The SEM-PLS analysis results indicate that the AVE values for brand image, brand familiarity, brand awareness, and brand extension all surpass the minimum threshold of 0.50. This confirms that the model effectively explains the variance of indicators within each variable.

Table 3. Average Variance Extracted

Variabel	Average Variance Extracted (AVE)
Brand Image	0,626
Brand Familiarity	0,586
Brand Awareness	0,641
Brand Extension	0,603

3.4 Construct Reliability

Construct reliability is assessed through Cronbach's alpha and composite reliability values. (Hair et al., 2014), that a variable can be deemed reliable if both Cronbach's alpha and composite reliability exceed 0.70. The findings indicate that all variables surpass this threshold, demonstrating a strong level of reliability and validity. This confirms that the indicators for each variable effectively measure the constructs and yield consistent results.

Table 4. Construct Reliability

Variabel	Cronbach's Alpha	Composite Reliability
Brand Image	0,850	0,893
Brand Familiarity	0,764	0,849
Brand Awareness	0,813	0,877
Brand Extension	0,783	0,858

3.5 R-Square Test

The R-Square (R^2) test measures how much the independent variables jointly influence the dependent variable while determining the variable with the most dominant influence. Meanwhile, the Adjusted R-Square test adjusts the R^2 value by considering the number of independent variables and samples, thus producing a more accurate picture of the contribution of the independent variables in the model.

Table 5. R-Square Test

Variabel	R Square	Adjusted R Square
Brand Image	0,651	0,645

The results showed that the R-square value for Brand Image was 0.651, which means that Brand Familiarity, Brand Awareness, and Brand Extension simultaneously explained 65.1% of the variance in Brand Image. The remaining 34.9% came from other factors not analyzed in this study. According to (F.Hair.JR. et al., 2011) opinion, R-square values in the range of 0.50 to 0.75 indicate a moderate to strong influence category. Thus, the value of 0.651 reflects that the independent variable strongly influences Brand Image. In addition, the Adjusted R-Square value of 0.645 shows that after adjusting for the number of independent variables in the model, the effect of Brand Familiarity, Brand Awareness, and Brand Extension on Brand Image remains significant and stable. This is in line with (Ghozali, 2016), which explains that Adjusted R-Square helps overcome bias due to the addition of irrelevant independent variables. With these results, the R-Square and Adjusted R-Square values in this study indicate that the model used is quite effective in explaining the relationship between the independent and dependent variables.

3.6 Bootstrapping Test

The illustration below displays the findings of the hypothesis test performed to assess the influence of one construct on another. A variable is deemed to have a significant impact if its P-value is below 0.05 or 5%. On the other hand, if the P-value is

equal to or exceeds 0.05 or 5%, the variable is regarded as having no substantial effect on different variables.

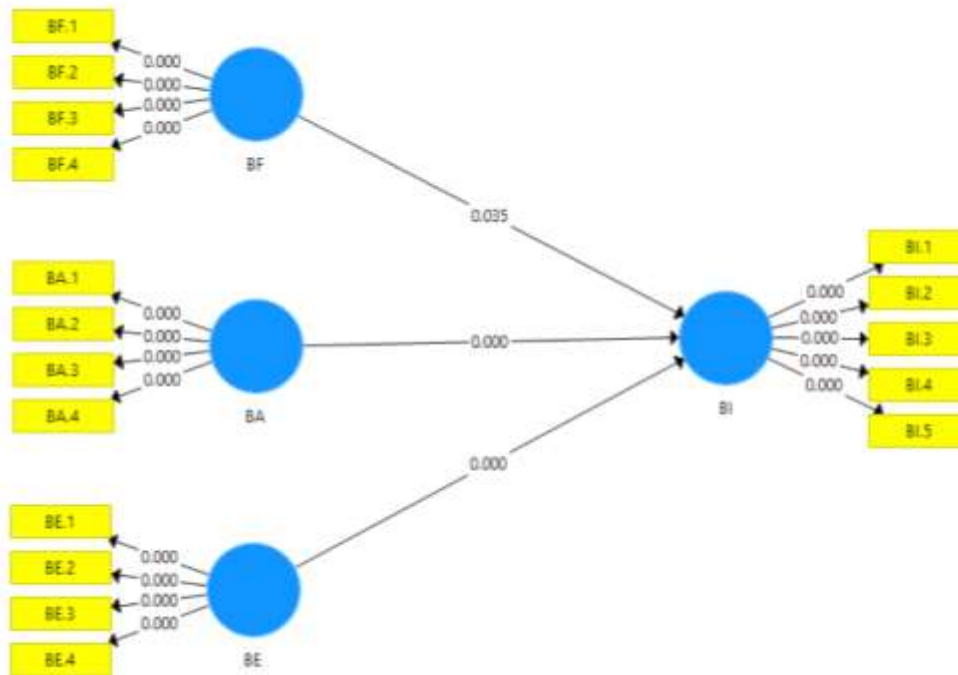


Figure 2. Bootstrapping Test

3.7 Hypotheses Testing

a. Path Coefficient

The path coefficient assesses the magnitude and direction of the direct relationship within the structural model between latent variables. A relationship is deemed significant when the t-statistic exceeds 1.96 at a 5% significance level ($\alpha = 0.05$), and the p-value is below 0.05 (Hair et al., 2014).

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/S TDEV)	P Values	Result
BF -> BI	0,138	0,137	0,065	2,124	0,035	Accepted
BA -> BI	0,436	0,443	0,079	5,532	0,000	Accepted
BE -> BI	0,323	0,318	0,074	4,375	0,000	Accepted

Referring to the Path Coefficient table, the results of hypothesis 1 testing, which examines the effect of Brand Familiarity on Brand Image, indicate a t-count value of 2.124, surpassing the t-table value of 1.975, with a P-value of 0.035, which is below 0.05. This confirms that Brand Familiarity positively and significantly impacts Brand Image, leading to the acceptance of H1. Similarly, hypothesis 2, which evaluates the relationship between Brand Awareness and Brand Image, reveals a t-count value of 5.532, exceeding the t-table value of 1.975, with a P-value of 0.000, less than 0.05. These findings demonstrate that Brand Awareness significantly and positively influences Brand Image, resulting in the acceptance of H2. Additionally, hypothesis 3, which assesses the effect of Brand Extension on Brand Image, presents a t-count value of 4.375, greater

than the t-table value of 1.975, with a P-value of 0.000, also below 0.05. This verifies that Brand Extension significantly and positively impacts Brand Image, confirming the acceptance of H3. Thus, the three variables—Brand Familiarity, Brand Awareness, and Brand Extension—have been empirically validated as having a positive and significant influence on Brand Image.

3.8 Discussions

This study's analysis indicates that Brand Familiarity (X1) significantly and positively impacts Brand Image (Y). In other words, the more consumers recognize a smartphone brand, the stronger their perception of its image. Individuals with prior exposure or experience with a brand are likelier to develop a favorable impression of it. A high familiarity with a brand helps build trust, reinforces brand associations, and increases consumer preference and loyalty.

Therefore, companies must design effective marketing strategies to introduce and strengthen the positive image of their smartphone brands. Some methods that can be implemented include consistent marketing campaigns, promotions through social media platforms, and active involvement in user communities. The findings of this research are consistent with prior studies conducted by (Srivastava & Kamdar, 2009), which states that brand familiarity positively impacts the brand image. In addition, similar findings were also obtained from the research of (Yazid & Kawiryan, 2023).

Additionally, the hypothesis test results for the Brand Awareness (X2) variable indicate a significant and positive impact on Brand Image (Y). This suggests that greater consumer awareness of a brand contributes to a stronger brand image. Consumers familiar with and recall a smartphone brand are more likely to develop favorable perceptions. A high level of brand awareness signifies extensive brand exposure, which consumers acquire through advertisements, social media, customer feedback, or personal recommendations.

Businesses can enhance their marketing efforts by leveraging digital campaigns, partnering with influencers, and implementing compelling promotional initiatives to strengthen brand awareness. In this way, consumer confidence in product quality can improve, strengthening the brand image. This result is consistent with the research of (Welsa et al., 2022), which also found that brand awareness positively affects brand image.

Moreover, the hypothesis testing results for the Brand Extension variable (X3) indicate that Brand Extension exerts a significant and positive influence on Brand Image (Y). This suggests that the more effectively a brand extension strategy is executed, the stronger the brand image develops in consumers' perceptions. The successful expansion of a brand, whether through new products within the same category or across different categories, can enhance consumer trust, loyalty, and perceived quality toward the main brand.

For brand extension to strengthen brand image, companies must design strategies that align with consumer needs and expectations. Some steps can be taken through product innovation, maintaining quality consistency, and marketing effectively. With the right approach, products resulting from a brand extension can remain relevant and well-received by the market. These results align with prior research findings, including studies by (Martínez & De Chernatony, 2004), (Andjarwati & Lestari, 2016), and (Burešová & Vavrek, 2024), which indicate that brand extension positively impacts the brand image.

4. CONCLUSION

A strong brand image is crucial in maintaining a product's competitiveness in an increasingly competitive market. Building a positive brand image depends on product

quality and branding strategies, such as brand familiarity, brand awareness, and brand extension. These three elements help increase consumer trust and loyalty, keep the brand top of mind, and expand the market without losing its identity. If managed well, these efforts can maintain brand relevance amidst changing trends. Conversely, failure to build a brand image can lead to decreased competitiveness and loss of market share, as experienced by LG. Meanwhile, brands like Apple and Samsung dominate thanks to continuous innovation and strong marketing strategies.

Companies need to implement effective marketing to increase brand familiarity and awareness. Utilizing social media, collaborating with influencers, and word-of-mouth (WOM) and electronic word-of-mouth (eWOM) strategies can expand brand reach. In addition, continuous innovation and closer interaction with consumers play an important role in strengthening brand awareness. With this approach, brands can remain competitive and relevant amidst changing market trends. Further research can consider other factors, such as customer experience or brand trust, in building brand image. Customer experience influences loyalty through direct interaction with consumers, while brand trust builds long-term trust that encourages repeat purchases. By including one of these factors, research can provide deeper insights into optimal strategies for maintaining brand competitiveness in the smartphone industry.

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