

THE ACRONYM AS A BRAND NAME: WHY CHOOSE IT FOR THE NAMING OF THE BRAND AND WHY NOT CHOOSE IT IN ANY CASE?

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ABSTRACT

Initials are used extensively in branding to shorten long company names. Marketing literature often highlights the need for memorable and distinctive brand names that can convey meaning successfully and are also easy to pronounce. But how well do initials serve these purposes? Are they the right solution to name brands? As the paper shows, they do not serve the abovementioned purposes very well – actually, almost not at all. Yet, many companies use acronyms as brand names, and start-ups also often choose to use them. But what are the possible reasons and motivations for this? What are the pros and cons of using acronyms as brand names? When should brand owners use such brand names and when should they avoid this solution? It is worth examining this from a broader perspective. Therefore, in addition to discussing the relevant marketing and branding literature, the paper also presents several examples that shed light on the advantages and disadvantages of acronyms used in brand naming.

Keywords: Brand name, brand naming, acronyms, initials, branding strategy, marketing strategy

1. INTRODUCTION

The key role of the brand name is best illustrated by the fact that some authors argue that it is the most important marketing decision a company can make (Hillenbrand et al 2013; Kohli et al 2005; Robertson 1989; Ries – Ries 2009; Rivkin – Sutherland 2004; Papp-Vary 2020). Keller emphasised that the brand name is a fundamental brand asset that can play a critical role in creating customer-based brand equity (Keller 2003). Therefore, it is essential for marketers to have a good understanding of the principles that guide the creation of brand names. One of the essential characteristics of a good brand name is its memorability. The simplicity of a brand name helps brand recall, so it is important to use brand names that are easy to pronounce, spell, read and understand (Robertson, 1989). In addition, some authors argue that a brand name should be familiar and meaningful, i.e. it should be able to create a visual reference in the mind of the consumer (Athaide – Klink 2012; Keller et al 1998; Kohli et al 2005; Robertson 1989). Meaningful brand names convey relevant information, an important brand attribute or benefit about the product, and create a link between the brand and the product category (Keller et al 1998). Empirical studies show that people recall words that are rich in meaning more easily than words with low visuality. Furthermore, brand names that evoke strong, positive emotions are more easily recalled. Previous research also indicates that brand names should be distinctive (Robertson 1989). Charmesson (1985) considers the same to be the most important attribute of a brand name in terms of legal, memory and positioning benefits. A brand name can play a key role in conveying a set of positive, powerful and unique brand associations (Keller 2003), and meaningful brand names create immediate positive associations (Keller et al 1998, Kovács 2019).

Moreover, empirical studies also suggest that meaningful brand names are generally preferred by people over non-meaningful brand names and have higher overall liking rates (Kohli – Suri 2000). Even after repeated exposure, meaningless brand names may be perceived less favourably, although research shows that repeated exposure confers greater benefits to meaningless brand names (Kohli et al 2005). At this point, it is important to note that we can distinguish between names (personal names; vocabulary words; meaningless names) and initials. Initials usually denote the abbreviation of a name that is too long or too difficult to pronounce. Previous research has shown that initials are generally more difficult to pronounce and thus more difficult to remember (Robertson 1989). In addition, initials do not convey a message as they have no inherent meaning and as such, they are not particularly motivating or memorable (Keller et al 1998). Therefore, it is important to make the name of the organisation known before the company uses its initials to create an acronym, to ensure that consumers already have a reference for the brand name. Without this, an acronym-type brand name will be difficult to distinguish (del Río et al 2001; Petty 2008; Middleton 2004). Initial letters should also be avoided because our memory cannot store sets of letters lacking an obvious meaning without considerable effort, as discussed earlier. In fact, initial letters are usually meaningless, which is especially true for abbreviating and simple initials. There is certainly some benefit to initials as they make it easier for consumers to read and pronounce a long name. However, brands using initials need more time and support to build brand awareness and convey the desired associations (Keller et al 1998). Although the marketing literature – as can be seen from the above – makes quite many arguments against acronyms as brand names, their use in practice is still very widespread. In the following sections, we will discuss the possible reasons for this. We will look at the arguments for and against the use of acronyms. This will be supported by many examples so that a clear conclusion can be drawn at the end of the article: is it worth using acronyms or should we avoid them as much as possible?

2. WHY ACRONYMS ARISE AS BRAND NAMES

For several start-up companies, the idea of creating a name in the form of an acronym or abbreviation may emerge as a possibility. Entrepreneurs can see many big companies around them with such names, including BP, BBC, BMW, EY, HP, H&M, IBM, ING, KFC, MTV, PWC, RTL and many more. This is certainly true, but they fail to consider that these companies were not originally acronyms and still have their full names: British Petrol, British Broadcasting Corporation, Bayerische Motoren Werke, Ernst and Young, Hewlett-Packard, Hennes and Mauritz, International Business Machines, Internationale Nederlanden Groep, Kentucky Fried Chicken, Music Television, PricewaterhouseCoopers, Radio Télévision Luxembourg. But it is another thing – and usually not a good idea at all – to create an acronym at the birth of a brand. Let us examine the case of KMX, for example. Only a few people have heard about it, even though it was the Coca-Cola Company's original attack on Red Bull in the energy drink category (Ries -Ries 2002). Then they realised that it was not such a good name, and now prefer Burn as the brand name, which has had much greater (although not overwhelming) success. Similarly, when Royal Philips Electronics named one of its new companies NXP, people wondered what the hell those letters stood for, rather than buying its products (Ries – Ries 2009). But probably the funniest example is a British company that took the name ICL. Why this one? Because it uses one of the letters of IBM, one letter forwards and one letter backwards (Olins 2004). Then they wondered why they had not become as successful as IBM. As Rivkin and Sutherland point out (2004), the biggest mistake a company can make is to use acronyms like USG, SLM, SPX. This is also backed up by research: acronyms are remembered 40% less often than normal or made-up names (Rivkin – Sutherland 2004).

There are several reasons why they are so popular (with companies, not consumers, of course):

- 1) First of all, one of the first brands (or at least logos) was SPQR, which was often used by the Roman Empire.
- 2) Secondly, the world's best-known word, OK, is also an abbreviation. True, not many people know this, despite the fact that (once again): it is the most well-known word in the world. The abbreviation (first used in 1839 in Boston, Massachusetts) comes from the fact that it was used in connection with the checking of printed publications, stating that everything was perfect, i.e. "all correct". Of course, they made a joke of it, so it became "oll korrekt" and "OK", which is still used today to indicate that something is alright.
- 3) Thirdly (and most importantly), acronyms are as attractive to most companies as candlelight is to a butterfly. The success of IBM is testimony to the effectiveness of acronyms made up of initials (Ries – Trout 1997). Then they continue: At least seemingly. On closer examination, this is a typical case of confusing cause with effect. International Business Machines became so rich and famous (cause) that everyone knew which company it was (effect) just by looking at the initials. It does not work the other way round. If you have a not-so-successful company and you christen it with an acronym made up of the initials of its name (cause), you cannot expect it to become rich and successful (effect).
- 4) Fourth: "What makes big companies commit corporate suicide? For example, the situation when top executives are so used to seeing the company's initials on internal letters and memos that they naturally think everyone knows good old VF." (Ries – Trout 1997, 84.) Nevertheless, a company has to be exceptionally well known to start using its initials successfully. The initials of GE recall the name General Electric in our minds. (Ries – Trout 1997, 85.)

It should be added that Al Ries and Jack Trout, who have just been quoted several times, are quite anti-acronym. But so are others: according to Kapferer (1985), companies should avoid the 'initials disease', one of the most serious 'diseases' of brand names. Watkins agrees, arguing that an acronym can only confuse consumers, or as he puts it, an acronym can cause "WTF confusion". (Watkins 2019) But it is not entirely true that an acronym cannot make a company successful, just let us look at Interbrand's ranking of the top 100 most valuable global brands (Interbrand 2022). There are several acronyms on the list: BMW, IBM, SAP, UPS, DHL and KFC among three-letter brands, and LMHV, IKEA and HSBC among four-letter brands. Of course, as Olins notes (2004, 110-111.), "it is almost perverse that the bank has chosen the name HSBC for itself. [...] What were they thinking when they chose the name? Perhaps they were thinking that if one can get by with a name like HSBC, one can certainly get by with anything. [...] The name HSBC sounds rather bad, but the truth is that the firm's strong, powerful and attractive appearance has, for some strange reason, made the inconvenience of the name seem unimportant." And what does HSBC stand for? Hong Kong and Shanghai Banking Corporation – all the more surprising because the company originated in Scotland. Or there is LVMH, which is less familiar to consumers in this form since it is a group of companies, which is an abbreviation of Louis Vuitton – Moët Hennessy. However, we are probably already familiar with the brands it produces in the wine and spirits sector: Moët & Chandon, Chateau d'Yquem, Hennessy, Hine and Krug, among others. Its brands from the fashion and leather goods industry include Marc Jacobs from the US, Loewe from Spain, Kenzo from Japan, Givenchy from France and Thomas Pink from the UK. Its perfume and cosmetics companies, on the other hand, are almost exclusively French: Givenchy, Guerlain and Dior. Its most famous watch and jewellery manufacturer is TAG Heuer. Last but not least, the LVMH group also includes retailers such as Le Bon Marché and La Samaritaine (Olins 2004).

3. WHEN ACRONYMS CAN WORK

So can acronyms ever work? Well, in some cases, yes. But its limitations are broad. So let us look at these cases.

3.1. If the brand becomes so well-known that you can use the acronym after a while

"Once you've made it to the top and everyone knows you, you can use your initials without the slightest misunderstanding. Franklin Delano Roosevelt and John Fitzgerald Kennedy could only use their initials once they were famous. Not before." (Ries – Trout 1997, 83.) As we have already seen, the same is true of the often-cited example of IBM: it first became famous as International Business Machines and then started using just the name IBM. This, of course, was also influenced by another factor described in the next paragraph.

3.2. If the physical product bears the abbreviation itself

This is particularly the case for machinery and technical goods: since the surface area available for this purpose may be small, the abbreviation is displayed on the product, while the full name is displayed on the packaging or in communication (at least in the early days). For example, Hewlett-Packard put only the HP logo on its printers, monitors, etc. after a while. JVC was originally Victor Company of Japan, but it would have been difficult to put that on video players, hi-fi towers and so on – or, to be more precise, the letters would have been very small. The name of the watch brand Q&Q stands for quality and quantity. It is the same for motors and cars. Does Motorradwerk Zschopau (motorcycle factory in Zschopau) mean anything to you? But MZ probably does, since it is on the motorcycle's tank. What about Industrieverband Fahrzeugbau (Vehicle Industry Association)? Well, that is IFA. While the abbreviation may have been displayed on the vehicle, the full name had no chance. As was the case with Bayerische Motoren Werke, or BMW – even if they spelled out the full name in their first logos, they still had the BMW abbreviation next to it. However, it is important to note that while this solution works for vehicles and technical goods, it is less successful in other cases. There are exceptions, of course: in the case of the TGI Friday's restaurant chain, TGI marks the start of the weekend: Thank God It's Friday.

3.3. If consumers themselves start to shorten the name

We live in an age of abbreviations. People like to communicate as briefly as possible, especially in writing, but also orally. That is how Los Angeles becomes L.A. – because it is convenient and sounds good. But San Francisco does not become S.F. – because it is terrible, and there is a much better short name: Frisco. The same is true for companies. Two American giants that everyone knows are now known by their acronyms: GM (for General Motors) and GE (for General Electric). Federal Express, however, has not become FE, because it has two syllables (ef-ee) just like Fedex. Moreover, the latter also functions as a verb: to fedex. 'To FE', on the other hand, sounds rather strange. Moreover, the consumers' suggestion to use the abbreviation Fedex was welcomed by Federal Express executives for several reasons. "Research has also shown that the word 'federal' carries a negative connotation in some countries, and in Asia, it is difficult to pronounce the »r« and »l« sounds." (Healey 2009, 89.)

3.4. If the full name of the brand would be unfortunate because it conveys something that the company no longer wants to emphasise

Indeed, there are examples of this. Take British Petroleum, which had problems with both words in its name. On the one hand, the company was becoming increasingly international and, on the other, the reception of the word British was very bad in the case of many former colonies. So it became Beyond Petroleum, which means 'beyond crude oil'. As Olins points out (2004, p. 109), 'the company wanted to be one of the leaders in the struggle for a liveable, habitable

environment'. To this end, it has agreements with a number of major universities to 'develop strategies and technical solutions for developing greener, cleaner energy sources'. The company's advertising, new logo, redesigned petrol stations, extensive research, the educational programmes built on it and its sponsorship of art performances are all designed to showcase the new BP brand. Yes, BP, because in the meantime they have realised that the word Petroleum is not necessarily a lucky choice either. Or there is the case of Kentucky Fried Chicken, officially KFC since 1991. The company wanted to get rid of the word 'fried' in the first place, since at one time (and even today) the word 'fried' was not associated with healthy eating (Morris 2004, 44). Of course, rumours also started that they had actually switched to KFC because the authorities had banned them from using the word chicken. Indeed, according to the critics, what is served in these fast-food restaurants is not chicken or at best 'Frankenstein chicken', some kind of a freak. As for the causes for using KFC, there was another reason besides the elimination of the word 'fried': the stock market abbreviation for shares was three letters, and they were preparing to enter it at that time. In the case of Lucky Goldstar, there was another reason to switch to LG, or more specifically LG Electronics. Presumably, it was because Lucky had previously been a household appliance brand, while Goldstar had been a consumer electronics brand not popular for its quality but for its low prices. However, they wanted to position LG higher up.

3.5. If the acronym is easy to pronounce, it can stand on its own

In the 1960s, a fascinating book on abbreviations was published. *Abbreviations and Related Acronyms Associated with Defense, Aeronautics, Business and Radio-electronics* was the full title, but the acronym version was even funnier: ABRACADABRA. Yes, acronyms can work quite well if the acronym is like a real brand name. That is, it is not a string of difficult-to-pronounce consonants next to each other, but a snappy, pleasant-sounding word with vowels. Some sources use the term acronym for this, meaning that it can be pronounced as a word without having to be spelled out – as opposed to, for example, an acronym consisting of consonants only. (Yadin 2002; Bloom 2000; Flowers 2020) Other authors, by contrast, do not distinguish between the two uses (Miller 2019; Middleton 2004). But let us look at the examples! First, there is IKEA – few people know that this is an acronym, but it is. It hides founder Ingvar Kamprad, who originates from the family farm Elmaryd in the municipality of Agunnaryd. That is how it becomes I.K.E.A. – but because it is pronounced well on its own, they never used the version with the full stops, just IKEA. Then there is NATO, which stands for North Atlantic Treaty Organization. NASA comes from the National Aeronautics and Space Administration. In the case of other organisations, the acronym also has a meaning: MADD stands for Mothers Against Drunk Driving, while CARE is an acronym for Committee for Aid and Rehabilitation in Europe. But it is not at all necessary for the acronym to have a meaning. If it sounds right, it can already be helpful. Although in the case of car manufacturers it is most common to name the brand after the founder or the first engineer, there are examples of abbreviations here too. But in these cases, care is taken to ensure that it stands on its own. *Fabbrica Italiana Automobili Torino* is none other than FIAT. But the word fiat also means: a moment. Alfa Romeo is half named after its owner, Nicola Romeo, but the first word is the abbreviation of *Anonima Lombarda Fabbrica Automobili*. The SAAB brand stands for *Svenska Aeroplan Aktiebolaget* – yes, aircraft production because that was the company's main business in the beginning. But in other areas, too, such abbreviations are used: ASICS sportswear stands for "Anima sana in corpore sano", meaning "A healthy body in a healthy soul". Interestingly, the original Latin form of the phrase is "Mens sana in corpore sano", but the MSICS abbreviation is believed to have been inappropriate for the brand owners (Kovács 2019). FUBU hip-hop clothing was originally called For Urban Brother United, then For Us By Us, which was also used as a slogan.

BASF (although not very catchy) is certainly better than the company's full name: Badische Anilin- und Soda-Fabrik. Among the classic cameras, there is LOMO, which still has a large fan base today. Photographers who use it share their pictures on websites such as Lomography.com. Of course, they also know that it is the name of a former Soviet machine, short for Leningrad Optical Mechanical Association in Russian. Or there is SPAR. Many people shop here, but most do not know where the name comes from, or even think it comes from the German word for "save". But that is not quite the case. The company is originally Dutch, and its name was first DE SPAR, which stands for Door Eendrachtig Samenwerken Profiteren Allen Regelmatig, meaning a free association of independent wholesalers and retailers organised into a chain of stores. And the SPAR logo features a pine tree because that is what the word means in Dutch. Then there are some acronyms that are not really acronyms at all, as they do not even have to be written in all capital letters. They are more like acronyms created with the intention to make something that sounds good. For example, the National Biscuit Company, founded in 1898, realised as early as 1901 that Nabisco was a much better choice for a name. For the American Oil Company, Amoco is a clear and logical abbreviation. Qantas, short for Queensland and Northern Territories Air Service, also sounds good. The name of Sabena, another airline, includes the "initials" of Société Anonyme Belge d'Exploitation de la Navigation Aérienne. Airbnb originally started as "Air bed and breakfast", as the owners rented out three inflatable beds. Well, the word 'air' remained, but 'bed' and 'breakfast' took on the form 'bnb'. Toshiba, one of the world's first, if not the world's first, consumer electronics company, started out as Tanaka Seizo-Sho in 1875, and five years later it entered a partnership with Hakunestu-Sha. The former was then renamed Tokyo Denki, the latter Shibaura Engineering Works. The merger of the two gave birth to the name Toshiba in 1939. Geico stands for Government Employees Insurance Company. Adidas comes from the name of the founder Adolf (Adi) Dassler. The name of Garmin, a GPS company, comes from the first name of founders Gary Buller and Min Kao.

3.6. If the acronym is provocative

This is actually very similar to the previous point: the abbreviation has a meaning on its own – in this case, a provocative meaning. The best known such company is French Connection U.K. The abbreviation has been "used in correspondence between the company's "London and Hong Kong offices" for decades. The parent company was abbreviated FCUK and the subsidiary FCHK. The use of the almost-swear acronym for marketing purposes was the idea of an advertising manager who recognised the potential of the situation. But what gave the mantra its wit was that it was much more than a provocative acronym. FCUK fashion was not just one of many witty T-shirt slogans; it became the company's new identity. Iain Webb, Elle's fashion director, recalls: »When I first saw it [the FCUK fashion logo] I was shocked that such a short advertising message could be so provocative. It perfectly expressed the culture-conscious tastes of modern youth.« Fashion followers took the opportunity to express a personal message through their brand choice. In four years, FCUK doubled its sales volume and tripled its profits," writes Wipperfurth in his book (2005, p. 100).

4. WHEN ACRONYMS DO NOT WORK

Based on the above, there are quite a few arguments for a company to choose an acronym, but these are rather special situations. However, there are also many arguments against it:

- 1) There is no way of knowing what is behind the acronym. And it is safe to assume that when consumers see it, they will guess. What is USG? And SLM? And SPX?
- 2) While the former long name meant something (or someone), the abbreviation no longer does. Advertising agencies in particular fall into this trap. So J. Walter Thompson becomes JWT, Doyle Dane Bernbach becomes DDB, Foote, Cone & Belding becomes FCB, Young

& Rubicam becomes Y&R. But the client is confused: who is it working with, JWT, DDB, FCB or Y&R? It is strange that advertising agencies seem to fail to understand the importance of brand names.

- 3) Revenues are decreasing. When House and Garden, a magazine dedicated to home decorating and gardening, was renamed HG in 1987, subscribers began cancelling in droves, and in five years, the magazine was shut down. A decade later, the owner relaunched the magazine. And under what name? House and Garden (Rivkin-Sutherland 2004).
- 4) The same acronym means several things. There is MTV, for example. In Hungary, it can mean two brands, and both are TV channels: Music Television and Magyar Televízió (Hungarian Television). Or there is the example of the WWF: some people associate it with the World Wildlife Fund, but others do not associate it with animal protection at all, but with wrestling, with the World Wrestling Federation. Therefore, the former has sued the latter, which changed its acronym to WWE (which stands for World Wrestling Entertainment), emphasising that it is part of the entertainment industry.
- 5) The acronym sounds unfortunate. As Wiseman writes (2009), people whose initials are PIG, BUM and DIE die three years earlier than the average age. This could also be a lesson for brands. "For example, when General Aniline & Fillém changed its name to GAF, it did not take into account that gaf sounds the same in English as gaffe. The choice of the name GAF was really a big blunder." (Ries-Trout 1997, 90.)
- 6) The specific combination of letters takes on a different meaning. It is also possible for an abbreviation to gain a new meaning. For example, an ambulance service was called the AIDS Ambulance Service. The term was used to refer to the following words: attitude, integrity, dependability, and service. However, AIDS began to mean something else in people's minds and they thought that the ambulance service only transported people with the AIDS disease – and many people did not want to be treated together with people with AIDS. So the name had to be changed and the ambulance service became AME (Rivkin-Sutherland 2004).
- 7) People start making fun of the acronym. As a matter of fact, it is bound to happen anyway. Not necessarily because the consumer is unaware of the meaning of the acronym, but because there must be another, a funnier form of it.
 - FIAT: "Fix It Again Tony" (referring to the fact that FIATs need to be serviced regularly)
 - IBM: "I Blame Microsoft" or "I Buy Macintosh"
 - SABENA: "Such a Bad Experience, Never Again"
 - SAP: "Sanduhr Anzeige Programm" (referring to the long wait when charging)

All in all, the situation is that an acronym is more of a bad choice than a good one, and is only recommended in exceptional cases. This is illustrated by the case of the brand name FYROM, which for many years was the official international name of a European country. It is no wonder that the country's leaders lobbied constantly in all forums to stop using it. And what did FYROM stand for? Former Yugoslav Republic of Macedonia. That is, Macedonia – but they were not allowed to communicate that name, mainly because of pressure from the Greeks: they say that the southern part of Macedonia is in Greece. But the more important argument is that the (brand) name Macedonia has a huge value: it is linked to Alexander the Great. And it makes a big difference which country Alexandros is historically associated with, or what country is visited by the tourists. So Macedonia had to use FYROM for a long time. In 2018, however, there was a change: an agreement was reached with Greece, and the Macedonian parliament voted to call the country North Macedonia. Which is, let us face it, certainly better than FYROM.

Or there is the brand name W&D, symbolizing the two founders: Wilsdorf and Davis. Of course, with that name, the brand probably does not ring much of a bell. It has not really made them famous. But they did become famous with the name they invented to conquer the global luxury market: Rolex.

5. CONCLUSION

After all the examples, it is worth summarising what is in favour of using an acronym and what is against it, or when it might be worth using it and when it might not. In addition to what has been discussed earlier, we draw on the study by Machado and Pichaki (2015) here, who conducted primary research in social media groups on branding, asking questions such as whether the use of initials in brand names, logos and corporate identity is functional or meaningless; whether respondents support the use of initials in branding; and what are the factors of success and failure in the choice of initials for brand names. The following emerged from the responses of the marketing and design professionals commenting:

When can you use acronyms successfully?

- Initials can greatly simplify very long or complicated company names; in this case, a pronounceable abbreviation is recommended;
- Initials can be an effective re-branding technique for established, well-known brands and companies;
- Initials are more flexible and can be better adapted to brand repositioning or brand extensions;
- Initials can be effective when they are part of a holistic branding approach, where they are used as an integral part of other brand elements;
- Initials are acceptable when they are used in combination with the actual name, in conjunction with a logo (when a visual symbol complements the brand name);
- Initials sometimes resemble real words (e.g. France Connection UK – FCUK) which carry meaning and can therefore be used to further develop marketing campaigns.

When to avoid acronyms:

- Initials are not easily recognisable if the brand they represent is not already known, as the mere use of letters does not convey associations (in this sense, initials are meaningless in themselves);
- Successful brand names and logos grab attention, arouse curiosity and contribute to brand awareness. Initials have difficulty serving these purposes;
- Memorable names and logos contribute to brand recall; significant doubt arises if initials are easy to remember;
- Brand names must be easy to pronounce and understand; initials do not facilitate these aspects;
- The repetitive use and pronunciation of initials can lead to brand inconsistency and controversy, as people forget that they are nothing more than literal abbreviations of the company name;
- Initials cannot reflect brand values and therefore cannot be used strategically in branding;
- Initials favour anonymity over identity (individual characteristics);
- Initials should be avoided in the case of start-ups;
- Logos with initials are often very similar and therefore considered ineffective in creating differentiated positioning;
- A separate graphic logo (or visual symbol) is considered more effective than a logo based on initials; the former is memorable, likeable, and able to convey meaning, symbolism and messages with high visual value, whereas abbreviations are not.

As can be seen above, marketers, branding, creative and design professionals themselves tend to argue that acronyms should be avoided. This makes it particularly surprising why many of them still choose acronyms when it comes to brand naming. Further research is needed to resolve this discrepancy, which may provide useful insights for both theorists and practitioners.

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