INDEX

Aaker, David, 37, 248
Advertising, 129–149
  changing climate for, 129–130
  content development guidelines, 138–141
  decision process’s influence on judgment and choices, 135–136
  exposure and choice, 137–138
  information-processing model for, 130–132
  measuring effectiveness of, 144–148
  media strategy for, 141–144
  message content’s influence on judgment and choices, 132–135
  by NetZero, 277–279
  technology brands and, 213
Albrierto-Culver, 18, 293–295
Altria Group, 113
Apple Computer, 207
  brand extensions and, 95–96
  iPod, 20, 202
  vector of differentiation and, 210–212
Archetypal mythography, meaning and, 51–52
Architecture, technology brands and, 213–215. See also Extension of brands; Portfolio strategy
Awareness and recall, competitive advantage and, 77–78
Baby&Toddler Club, 155–157
BlackBery, 31–32
Blair, William McCormick, 313, 317
Bligh, Philip, 154
BMW, 119, 284
Bount paper towels, 94–95
Brand-driven organization, 226–243
  assimilation process for, 233–235
  avoiding pitfalls of, 241–242
  financial services example, 312–319
  guidelines for, 236–239
  health care example, 304–311
  internal culture and, 226–230
  package delivery example, 320–326
  senior management and, 230–233
  services and, 194–195, 198
BrandDynamics model of valuation, 248–250
Branded business value, 245–246, 260–268
Branded house portfolio model, 111, 115–116
Brands:
  cluttered environment and, 7–8
  consistency and, 6–7
  as information, 186–188
Brands (Continued)
  perception and, 2–3
  short- versus long-term financial
  issues and, 4–6
Brandscape, 49–51
Brandthropology, see Meaning
Branson, Richard, 95, 115
Bud Light, 24–25
Bundling, business markets and,
  179–180
Business markets, 169–185
  bundling, 179–180
  differentiation claims, 178–179
  financial value of brands,
  169–176
  impact of brand associations,
  180–184
  superiority claims, 177–178
  technology brands and, 217–219,
  220
Buyers, see Customers

Cash, short-term financial concerns
  and, 4–6
Category association, competitive
  advantage and and, 77
Category extension, see Extension
  of brands
Christensen, Clayton M., 88
Circle of Customer Experience,
  221–222
Cluster analysis, 166
Clutter, of brand environment,
  7–8
Co-branding:
  hierarchy and, 213–215
  services branding and, 196,
  198
  technology brands and,
  215–217

Coca-Cola:
  brand value and, 170, 171
  competitive advantage and, 74,
  79, 80
  frame of reference and, 14, 16, 94
Coffee, brand meaning and, 59–60
Colley, Russell H., 247
Collinger, Tom, 164
Combining, of brands, 122
Company, as brand, 193, 197
  branded house portfolio model,
  111, 115–116
  house of brands portfolio model,
  111–115
  technology and, 203, 206
Comparisons, frame of reference
  and, 285–286
Competitive strategies, 73–90
  of early-entry market
  competitors, 74–80
  of late-entry market competitors,
  81–87
Competitors, as frame of reference,
  15, 284–285
Complexity, service brands and,
  189–190
Concepts, brands as, 27–28, 37, 38
Consideration set, competitive
  advantage and and, 77–78
Consistency:
  as branding challenge, 6–7
  technology brands and, 214–215,
  223
Consumers, see Customers; Targeted
  consumers
Contacts, relationship branding and,
  163–165
Continental Airlines, 238
Cook, Scott, 219
Coors beer, 95
Core brands, 117–120
Costs of branding, short- versus long-term financial issues, 4–6
Cues, perceptual categories and, 30–35, 38
Cultural biography, meaning and, 52
Customer-based brand metrics, 245–252
Customer relationship management (CRM), 150–167
brand strength and, 165–166
defined, 152–154
market segmentation and, 154–155, 158–165
relationship branding defined, 150–152
Tesco’s use of, 155–157
Customers, see also Incremental brand sales; Targeted consumers competitive advantage and, 80
early-entry market strategies and learning, 74–80
frame of reference and goals, 16–17
late-entry market strategies and learning, 81–87
technology brands and decision making, 217–223

Dalloz Safety Products, 179
DeBeers, 47–48, 285
Dell, 115
Depends, 94
Design, 27–39
brand systems and, 37, 38
concepts and, 27–28, 37, 38
cues and, 30–35, 38
evaluation of, 35–37, 38
perceptual categories and, 28–30, 38
DeWalt power tools, 13–15, 16, 18

Differentiation strategy, see also Points of difference
business markets and, 178–179
competitive advantage and, 81, 83–85
technology brands and, 210–212
Direct broadcast satellite (DBS) systems, 209
Dove, 24

Early-entry market strategies, 74–80, 85
eBay, 284
Emotional benefits, positioning and points of difference, 19–20
Employees, as brand, 193–195, 198.
See also Brand-driven organization
Endorser brand, defined, 106
Engibous, Thomas, 180
Ernst & Young, 236–237
Essence, of brand, 48–49, 299
Ethnography, meaning and, 52–53
Executive brand councils (EBCs), 232–233
Experience goods, 79
Extension of brands, 91–103, 187
customer evaluation of, 93–97
early-entry advantage and, 85
frame of reference and, 283–288
guidelines for, 100–102
by NetZero, 280–281
portfolio strategy and, 117–120
positioning and, 23–24
reasons for, 92–93
risks of, 97–100

Fast-following strategies, competitive advantage and, 81–83
Feeds-and-speeds marketing, 219–221
Financial services, organizational culture and, 312–319
Financial valuations, see Branded business value
Fortifying strategies, positioning and, 21–23
Frame of reference, 283–288
brand extension and, 94
broadening, 23–24
positioning and, 12, 14–17, 25
Frankel, Alex, 31
Frontline employees, as brand, 193–195, 198
Functional benefits, positioning and points of difference, 18–19
Galbraith, John Kenneth, 314
Gap, 20
General Electric, 170, 171, 175–176
General Motors, 114
Gerber, 118
Gillette, 284
GlaxoSmithKline, 120
Global brands, 297–303
Golder, Peter N., 82
Goldman Sachs, 170, 171
Hallmark Cards, 26
Harley-Davidson, 93–94
HBO, 286
Health care, organizational culture and, 304–311
Heterogeneity, service brands and, 190–192
Hewlett-Packard, 170, 171, 221–223
Hierarchy of Effects model of value measurement, 247–248
Hierarchy of products, technology brands and, 213–215
Hiring practices, brand-driven organization and, 238–239
House of brands portfolio model, 111–115
Humby, Clive, 155, 160
Hunt, Terry, 155, 160
IBM, 170, 171, 206–207
Iconography, meaning and, 54
Image, of brand, 48–49
Incentive systems, 238
Incremental brand sales, 245–246, 252–260
marketing mix modeling, 252–256
predictive modeling, 253, 256–260
Infineon, 171–172
Information-processing model for advertising, 130–132
Ingredient brand: defined, 106–107
technology and, 215–217
Innovation strategy, competitive advantage and, 81, 86–87
Intangibility, service brands and, 188–189
Intangible assets, see Branded business value
Intel, 171, 208, 215–216
Internal branding, see Brand-driven organization
Intuit, 219
Invisalign, 15–16
iPod, 20, 202
Itron, 239
Ivory Soap, 91–92
INDEX

Jell-O, 292
Jobs, Steve, 96
Keller, Kevin Lane, 248
Kimberly-Clark, 94
Kirk, Brad, 117
Kraft, 285, 297–303

Laddering, positioning and, 22–23
Lambka, Derrith, 201
Lands’ End, 7
Late-entry market strategies, 81–87.
See also Extension of brands
Lavidge, Robert J., 247
Leveraging strategies, see Extension of brands
Levi Strauss, 74, 76
Life cycle of product, technology branding and, 207–212
Line extension, see Extension of brands
Local markets, global brands and, 298–301
Lutz, Bob, 120
LVMH Group, 112

Management:
brand-driven organization and, 230–233
portfolio strategy and, 114, 123–124
service brands and, 196–199
technology brands and, 212–213
Marketing mix modeling, 252–256
Mayo Clinic, 198
McDonald’s, 292
Meaning, 40–69
“audit” of, 51–60
etymology/definition/root metaphor and, 41–42
social/secular ritual and, 42–48
sources of, 48–51
Measurement, see also Value measurement
of advertising effectiveness, 144–148
brand-driven organization and, 239–241
design evaluation and, 35–37
of subsegmentation results, 162, 165
Media, see Advertising
Memory, see Information-processing model for advertising
Merging, of brands, 122–123
Microsoft:
brand architecture and, 215, 216, 218
brand value and, 170, 171
differentiation and, 210–211
Milk, 22
Miller Lite, 24–25
Millward Brown BrandDynamics, 248–250
Modernization of positioning, 21–22
Mondi Paper Company, 177–178
Moral geography, meaning and, 55–60
Motorola Envoy, 15, 16–17
Mrs. Dash, 293–295

Naming:
business brand identity and, 175–176
as cue to perceptual category, 30–32
guidelines for, 289–296
NetZero, 275–282
Nike, 170, 171
Nordstrom, 236
Northwestern Memorial Hospital, 304–311

Offering concept, 173
Oracle, 207
Order of entry, see Early-entry market strategies; Late-entry market strategies
Oreos, 23–24, 299
Organizational culture, see Brand-driven organization

Packaging, see Design
Palm Pilot, 17
Pantene, 22
Partners, see Co-branding
Pepsi, 108–109, 112–113, 292
Perception, 2–3
categories of, 28–35, 38
Pfizer, 170, 171
Philadelphia cream cheese, 32–35, 37, 298, 301–302
Philip Morris, 113
Pioneering advantage, see Early-entry market strategies
Points of difference:
brand extension and, 94–96
business markets and, 173
leveraging and, 24
positioning and, 12, 18–20, 25
Points of parity, 15, 173
Porsche Cayenne, 30–31, 96
Porter, Michael, 154
Portfolio strategy, 104–125
branded house model, 111, 115–116
challenges of, 107–109
definitions, 105–107
five keys to success in, 116–124
house of brands model, 111–115
importance of, 109–111
Positioning, 11–26
brand extension and, 93–97
business markets and, 172–174
changing of, 24–25
frame of reference and, 12, 14–17, 25, 283–288
fundamentals of, 12–14
life cycle of technology and, 208–212
of NetZero, 275–282
points of difference and, 12, 18–20, 25
sustaining over time, 20–24, 25
technology brands and, 213–215
Predictive modeling, 253, 256–260
Preemptive positioning, competitive advantage and, 78–79
Preference formation, competitive advantage and, 75–76
Pre-market branding, technology and, 206–207
Pret A Manger, 238–239
Previous purchase subsegmentations, 161–162
Price promotion doom loop, 5
Price sensitivity:
business markets and, 184
preemptive position and, 78–79
Primary brand, defined, 105
Processes, service brands and, 191–192, 197–198
Procter & Gamble, 112, 113–114, 287
Product features:
advertising and, 132–141
frame of reference and, 14–16
technology brands and, 212–217
Promotion and prevention focus, 134–135, 136
Pruning, of brand portfolio, 120–123
Psychological standards, competitive advantage and, 77
Quelch, John, 120, 122
Ralph Lauren, 94
Reason to believe, brand extension and, 95
Recall and awareness, competitive advantage and, 77–78
Red Bull, 108
Redundant brands, 121
Reebok, 21
Reframing, 24–25
Reichheld, Frederick, 153–154
Relationship branding, 150–167
brand strength and, 165–166
customer relationship management (CRM) defined, 152–154
defined, 150–152
market segmentation and, 154–155, 158–165
Tesco’s use of, 155–157
Return on investment (ROI), see Incremental brand sales
Rewards programs, 164–165
RFM (recency, frequency, monetary value) subsegmentations, 158–160
Rhenania, 161
Rigby, Darrell, 153–154
Risk, competitive advantage and, 79–80
Ritz-Carlton, 237–238
Rolex, 171
Royal Bank of Scotland, 114–115
Samsung, 116
SAP, 210, 211
Sears, 7, 286–287
Segmentation of market:
designing and implementing contacts, 163–165
development and profiling, 158–162
measuring results, 165
relationship branding and, 151–152
setting measurable objectives, 162
Self-regulatory focus of consumer, advertising and, 134–135, 136
Self-service technologies, service brands and, 195–196, 198
Semiotic choreography, meaning and, 54–55
Senior management, see Management
Service brand, defined, 106–107
Service networks, 198
Services, branding of, 186–200
basics of, 192–196
vs. branding of goods, 188–192
as information, 186–188
tips for managers, 196–199
Sheetz, 232
Short- and long-term memory, advertising and, 130–132
Siemens, 171–172
Sociodemographic subsegmentations, 160–161
Sony Walkman, 100
South Beach Diet, 151
Southwest Airlines, 237
Special K, 21
St. Joseph’s Hospital, 304–305
Starbucks, 6–7, 20, 170, 171
Steiner, Gary A., 247
Sub–brand, defined, 105–106. See also Extension of brands
Subway, 14, 18
Sun Microsystems, 206–207
Superiority claims, 18–19, 177–178
Sylvia, David, 113
Systems and portfolios, of brands, 37

Targeted consumers, see also

Customers
brand extension and, 93–94
business markets and, 173
positioning and, 12–14

Technological standards, competitive advantage and, 77
Technology brands, 201–225
consumer packaged goods contrasted to, 204–205
customer decision making and, 217–223
life cycle of product and, 207–212
market characteristics and, 203, 206–207
product characteristics and, 212–217
Tellis, Gerard J., 82
Tesco, 155–157, 161, 162
Texas Instruments, 171, 180
Thirkell-White, Jestyn, 227
TiVo, 11–12, 17
Touchpoint wheel, 228–230
Trademarks, see Branded business value
Tropicana, 286
Trout, Jack, 118
Turk, Douglas, 154
UBS, 226–227
Unilever, 121
UPS, 320–326
Utopian cartography, meaning and, 53–54

Value measurement, with three-pathway model, 244–271
branded business value, 245–246, 260–268
customer-based brand metrics, 245–252
incremental brand sales, 245–246, 252–260
need for integrated approach to, 268–269
Value proposition, 173
Vaseline petroleum jelly, 76
Vectors of differentiation (VOD), in technology firms, 210–212
Virgin Group, 95, 115
Visa, 233, 285–286
Vodafone, 217

Whirlpool, 229–230
William Blair & Company, 312–319
Wireless telephones, 209
Zane’s Cycles, 195