

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
- Alberto-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
- BlackBerry, 31–32
- Blair, William McCormick, 313, 317
- Bligh, Philip, 154
- BMW, 119, 284
- Bounty 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
- Brandthorology, *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, 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, 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

- 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