

Index

- Adbusters*, 234
- advertising. *See also* guerrilla marketing; marketing
- branding goals in, 15, 17, 149, 161–62, 164
- branding sustaining an industry, 22–23
- brands vs. sales, 26–27, 74
- Coke–Pepsi dueling starlets campaign, 11–12
- competition and, 164, 199–200
- consumer avoidance of, 113, 134, 157–58, 237
- criticism, mash-ups, and consumer-created content, 106–8, 112, 233–35
- engagement marketing, 68
- in games, 156–58
- Internet, 95, 117, 119, 133–43
- interruption model vs. distraction, 142
- Las Vegas tourism campaign, 59–60
- magazine ads, 11
- mediascape, new and, 27–28
- outdated, 29–30
- pioneers in the field, 24–25
- place, time, and other variables, 58–62, 120–21, 163–64
- repetition, 22, 43–44, 119
- riding waves, not creating them, 59–61
- sponsorships, 12–13, 16, 42, 66
- sports stadium ads, 17
- Subway approach, 60–61
- Super Bowl ads, 12, 15, 20
- “three times rule,” 43
- T-Mobile vs. Verizon, 67
- Travelers brand campaign, 49, 51
- TV ads and branding, 11, 15, 49, 51, 67–68, 111, 220
- Aguilera, Christina, 11
- aided awareness, 34
- Allianz, 179
- Amazon, 148
- American Airlines, 86
- American Idol*, 147
- Angieslist, 131
- Apple, 175, 185
- iPhone, 135
- use of sampling, 50
- AT&T, 18, 243n 7
- “Band About Nothing, A” (Wolfe), 135
- Bank One, 18
- Bargh, John A., 245n 10
- Barton, Bruce, 24

- Baseball Buddies Caravan, 127
- baskinbrand.com, 40, 131, 242
- behavioral marketing, 80–81
- Belanger, Ron, 226, 227
- Bernays, Ed, 25, 71–72
- Bernbach, William, 25
- Bertone, Antonio, 227–28
- Best Buy, 172–73, 177
- Beyoncé, 12
- Blackspot, 234
- Bleustein-Blanchet, Marcel, 25
- Blockbuster, 63–64
- blogs, 27, 29, 105, 129, 130–31, 136, 138, 144–50, 225
 - connectivity and, 145
 - Kaiser Permanente employee, 193–94
 - marketing and ineffectiveness of, 202
 - stopping conversations, 148–49
 - voice of, 144–45
- Bloomingdale's, social retailing, 144
- BMW, 94, 111, 185
- Body Shop, 201
- Bono, 13
- Boost Juice, 200
- Boston College branding experiment, 41
- Bowerman, Bill, 64
- boyd, danah, 140
- BP Oil, 99–100
- brand/branding, 17, 19
 - advertising campaigns and, 10–12, 15–16, 17, 26, 68–69 (*see also specific companies*)
 - automotive, 68
 - awareness or brand recognition, 3, 11, 14, 30, 40–46, 49, 55, 58, 69, 70, 71, 168, 185, 201, 221, 233–35
 - as behavior, 31–32, 49, 54, 60–62, 64, 68, 69, 73–78, 89, 90, 101, 122–26, 143, 165, 173, 188, 192, 206–11, 220, 221–22, 223, 225, 235
 - brand integrity, 62–65
 - changing world and need for
 - changing approach to branding, 9
 - company behavior, business practices and, 172–94, 206–11, 220–21
 - company versus, 37–38
 - consumer loyalty and, 3, 77, 78, 82–83, 100–101, 175
 - “content is king” fallacy, 120–26
 - context and placement of branding, 163–64
 - as corporate-created content, 111–12
 - corporate reputation and, 24–25
 - costs of, 16, 23, 35, 36, 52, 54–55, 133, 162, 183, 217–18, 235
 - definition, changing (from intangible to interaction model), 222–23
 - dichotomy with business reality, 12–13
 - digital, 84 (*see also* Internet)
 - dysfunction of, 3–9, 10–13, 21–23, 52, 68, 192
 - effective, 7–8, 31–32, 78, 124–25, 158, 198, 201–3, 216–18
 - as entertainment/distraction, 111, 124, 135, 227–28, 236
 - expectations about, 45–46, 101, 219–21, 234
 - future of (negative), 236–38
 - gaming, video, and branding, 153–71, 229–30
 - goals and sales strategy of branding
 - campaigns, 53–54, 149, 158, 164, 201–3
 - Golden Era, 26, 223
 - guerrilla marketing and, 58–59, 63–65, 70, 76–78, 225–26
 - habit and routine and, 58–63, 76, 77, 163–64
 - history of, 24–28, 178–80
 - IBM's InnovationJam as successful, 124–25
 - as illusionary, 33–35, 40, 48, 135, 137, 182, 217, 224
 - impact on business, 19–21
 - Innocent juice campaign elements, 201–3
 - as intangible, 38, 184–85, 197–99, 221, 223–24, 238
 - interlude, 220, 223

- Internet and social media strategies,
 - 110–13, 114, 121, 122–26, 129–50
 - as “living entity,” 210
 - marketing vs., 16–17, 26, 27, 35–36, 68, 182–85
 - mascots and, 10–11
 - as mash-up tool, 112, 114–15, 227
 - measuring ROI or economic worth of, 36–39, 41–42, 44–45, 53–55, 141, 162, 188–90, 224
 - new mediascape and, 27–28
 - new philosophy of, 221–22
 - new technology and, 2
 - organizational changes to make immediately, 213–18
 - preference and, 3
 - presence is not recognition, 113–17
 - reinventing approach to, steps in, 187–92
 - sales and, 10–11, 12, 14, 15, 22, 35, 43, 44–45, 53–54, 69, 74, 77, 109, 184, 196–97, 223
 - sponsorships, charity, and, 12–13, 16, 42, 66, 235–36
 - standard practices, failure of, 22–23
 - start-ups and, 199–206
 - strategies that work, 31–32, 158, 201–3, 216–18 (*see also* Chronology of Purchase Intent)
 - top global, 16, 36
 - traditional benefits, 3, 70
 - traditional model for, 203, 204, 210, 227–28
 - unconscious aimed at, 14
 - value, efforts to prove, 13
 - as waste of money, 14–23
 - why efforts in ineffective branding persist, 6–7
- Branson, Richard, 204
- British Airways, 206
- British post office/Consignia, 18–19, 243n 7
- Broken Saints*, 107
- Brown, Jimmy, 221
- Budweiser, 15
 - bud.tv, 111
 - Jay-Z and, 65
- Burger King
 - Burger King mascot, 10, 16, 17, 61, 115, 154
 - sales, what drives, 16
- BusinessWeek*, 36, 37
- Buzz marketing, 208–218
 - ants, bees, and, 208–9
 - CAS and, 211
 - changes in organization to produce, 213–16
 - immediate steps to take, 211–18
- Byoir, Carl, 24
- CareerBuilder.com, 15
- Cars.com, 95
- CAS (complex adaptive systems), 211
- change management program, 58
- Chase, 18
- chat rooms. *See* social media
- chief marketing officer (CMO), 23, 30
- Christmas Carol, A* (Dickens)
- Chronology of Purchase Intent, 47–52, 78, 160, 224, 230, 241
 - applied to game model, 160–69
 - applied to Travelers Corp., 49–51
 - behavior-based branding and, 49–52, 60–62, 77
 - branding and, 47–48, 78
 - branding strategy based on, 209–11, 216–17
 - buying moments in and prompts to action, 216–17
 - creating, 191–92
 - evaluation of alternatives, 47, 50
 - imposing on organizational marketing, 216
 - information search and, 46, 50
 - Internet search behavior and, 86–87, 90–91, 97, 102–3, 226–27
 - make or break moments in, 207
 - mappable and measurable branding and, 52, 189–90, 192
 - post-purchase behavior, 47, 50–51
 - problem recognition, 46, 49–50
 - purchase decision, 47, 50, 61, 169, 220, 226
 - salespeople and, 48

- Chrysler, 98
- Cingular, 18, 243n 6
- Citibank, 14
- Citigroup, 37, 49
- Clark, Brian, 159–60, 225
- Clarke, Stanley, 171
- Coca-Cola, 185
 - brand awareness and taste test, 41
 - cost of branding, 36
 - dueling starlets with Pepsi, 11–12
 - sales, what drives, 15
- Coletta, Paul, 65–66
- Colgate-Palmolive, 111
- Comcast Digital Cable, 68
- Consumer Digest*, 228
- consumers
 - attention, and branding, 11
 - behavior, 17–18, 28, 30, 60–62, 72–73, 245n 10
 - behavior and marketing strategy, 201–3
 - beliefs and expectations of brand, 45–46, 101, 219–21, 234
 - brands and, 14, 15, 17, 19, 25, 185
 - celebrity endorsements and, 64, 66
 - Chronology of Purchase Intent and, 47–52, 160–69, 191–92, 216, 224, 230, 241
 - community building with, 149
 - company behavior and brand, 172–94, 220–21
 - CRM, 99, 100, 180, 181–82, 188
 - current customers, investigating, 216
 - dissatisfaction and complaints by, 170–71, 176–77
 - educating to do things differently, 58, 206, 213, 229–30, 237–38
 - gaming, branding campaigns and, 154–71, 229–30
 - habit and routine, branding and, 58–63, 76, 77, 163–64
 - incentives for, 169
 - increased choices, 2
 - Internet branding attempts and, 114–26
 - Internet interactions and
 - outsourcing of consent, 127–50, 228–29
 - Internet product searches, 80–82, 83, 86–87, 226–27
 - loyalty and brand, 3, 77, 78, 82–83, 100–101, 175, 186, 226
 - loyalty programs, 148, 175
 - Myth of the Consumer/Producer, 110–13, 114, 121, 122–26
 - purchase decisions, 2, 10–11, 17–18, 25, 35, 42–45, 47, 50, 54, 61, 86–87, 127, 169, 220, 226
 - purchasing behavior, 14, 15, 19
 - repeat purchases, 54, 101, 212
 - retail visits, 148
 - Six Sigma’s “Voice of the Customer,” 180
- Contadina, 26
- conversational implicature, 41
- Copernicus, 5
- Craigslist, 131
- CRM (customer relationship management), 99, 100, 180, 181–82, 188
- Crush, 200
- CSX (corporate social responsibility), 235–36
- customer-centricity, 181
- customer service
 - dissatisfaction and complaints, 172, 176–77
 - horror stories, 172–73, 174, 193–94, 206–7
 - measuring customer satisfaction, 181–82
 - post-purchase behavior and, 50–51, 176–77
 - ROI and, 54–55
- Dell Computer Corporation: ideastorm.com, 136
- Deming, W. Edwards, 178–79, 181
- Dickens, Charles, 233
- Dim Bulb blog, 13, 131, 242
- DoubleClick, 84
- Dove
 - campaign for real beauty, 74
 - Pro-Age line, 74

- eBay, 94
- Electronic Arts (EA Sports), 156
- Eliot, George, 89
- Ellsworth, James, 24
- ESPN2, 156

- Feel Good Drinks Co., 200
- Flickr, 145
- Flock and Flow* (McCracken), 211
- focus groups, 34, 69
- Freberg, Stan, 26, 234
- Fuller, Buckminster, 195–97, 198–99, 204

- Game, The* (film), 159
- game model, 138, 151–71
 - advertising and gaming branding, 153–71, 229–30
 - ARGs (alternate reality games), 152, 158–60, 161, 166, 170–71
 - The Beast*, 158
 - branding gameplans, five steps, 161–69
 - casual gaming, 152
 - competitive set and ads in, 164
 - consumer ignoring ads in, 157–58
 - context and ad placement, 163–64
 - CRM II: The Revenge*, 160
 - Egyptian, 151–52
 - Empire*, 151
 - food products and, 155
 - getting consumer attention through, 154
 - goals, 161–62, 164
 - Halo*, 158
 - in-game ads, 156–58
 - Majestic*, 159
 - Midnight Club*, 156
 - MMORPG (massive multiplayer online role-playing game), 139, 152
 - mobile phone games, 152
 - movie release tie-ins, 155–56
 - narrative flow and behavior prompts, 164–66
 - Need for Speed Underground 2*, 157
 - Perplex City*, 159
 - Pong*, 153
 - RPG (role-playing game)/avatar, 108, 134, 137–40, 161
 - sales funnel as steps in the game, 160–69
 - television console, 152, 156
 - True Crime: New York City*, 156
 - video games, 151–53
 - women and, 152
- GameZone, 156
- Gap
 - flat and declining sales, 13
 - (Product) Red campaign sponsorship, 12–13
- garageband.com, 108, 132
- GE, 179
- Geico
 - ad campaign of 2006–07, 71
 - cavemen, 17, 71
 - spokeslizard, 71
- Getle, Richard, 232–33
- Gillette, 21
 - Fusion razor, 19–20, 243–44n 7
- GM
 - ethanol vehicle development, 225
 - G5 launch, 134
 - Tahoe SUV mash-ups, 112
- GMD Studios, 159–60, 225
- Google, 80, 84, 90, 94
 - Adscape purchase, 156
 - consumer-generated content, 83
 - search habits tracked, 91
- guerrilla marketing, 56–78, 225–26
 - behavior as a tactic, 67–68, 70, 74–75, 76, 77
 - branding and, 76–78, 212
 - known behaviors (habit) and, 60–63, 76, 77
 - Nike, 58, 59, 64
 - purpose marketing, 74–75
 - self-interest used in, 72
 - show vs. tell, 63–65, 66–67, 76, 77
 - as status quo, 57–58
 - talk to many, every time you talk, 73–74, 76
 - terrorism as, 56–57
 - WOM, 66–67, 73–74, 166, 208

- Hive phone, 68
Hyatt, 230–32
- IBM: InnovationJam, 124–25
IM (instant messaging), 1, 27, 130
InformationWeek, 135
ING, 179
Innocent fruit juice, 199–203
 branding of, five elements, 201–2
Interbrand, 36
 methodology, 36–39
Internet
 as anti-brand, 79–103, 234–35, 245n 10
 banner ads, 95, 117, 119, 134, 154, 230
 blogs, 27, 29, 105, 114–15, 129,
 130–31, 136, 138, 144–50, 202, 225
 branding money spent on, 109–10,
 129–30
 B2B marketers, 81, 203
 buying moments and prompts to
 action, 216–17, 225
 buying words, 81
 Careerbuilder.com, 15
 “conversation” and, 135–37
 digital branding, 84
 e-mail, 154–55
 escalation of shock value, 115
 eyeballs, 94, 110, 118, 150, 190, 216
 failure of branding on, 117
 FAQs, 96
 games and branding, 128, 151–71
 (see also game model)
 Hyatt marketing on, 230–31
 IBM’s InnovationJam success,
 124–25
 machinima, 107
 marketing on, 27–28, 124, 160–69
 mash-ups, 107, 112, 114–15, 227
 Myth of the Consumer/Producer,
 110–13, 114, 121, 122–26
 new mediascape and, 27–28
 online behavior, six core qualities,
 131–33
 online communities, 27, 128–30, 133
 online disinhibition effect, 91
 page ranking, cheating and, 94
 pay per click (PPC), 91
 pop-up phenomenon, 170–71
 search and branding, 79–103,
 226–27 (see also search)
 search engines, 84–86, 91, 93
 searches, product, 80–82, 83, 85–86,
 90–91
 social media, 27, 129–50, 157 (see
 also social media)
 user-created content, 83, 104–26
 viral branding, 114
 viral videos, 17, 104–5, 114
 website optimizing, 81, 92, 97–99
 widgets, 102
Intuit’s Turbo Tax, 206–7, 210
iPhone, 135
iPod, 73
iTunes, 1, 111
- J. P. Morgan Chase, 37
JambaJuice, 65–66
Jay-Z, 65
Jerry Maguire (film), 70
JetBlue, 206–7
Jobs, Steve, 204
Jordan, Michael, 64, 65
- Kaiser Permanente, 193–94
Kedrosky, Paul, 94
Kim, Peter, 186
King, Billie Jean, 64
Kleenex, 111, 205
Klein, Naomi, 234
Knight, Phil, 64
- LaPlace, Pierre-Simon, 90
Las Vegas tourism, 59–60
Lee, Ang, 111
Lee, Ivy, 24
Lenovo, 222–23
Lenskold, Jim, 53–54, 224
Lifehacker, 144
L’Oreal, 232–33
“Losing Consciousness: Automatic
 Influences on Consumer
 Judgment, Behavior, and
 Motivation” (Bargh), 245n 10
Lovejuice, 200

- Lucky Strike, 25
Lysol, 205
- Mad* magazine, 234
- Man in the Gray Flannel Suit, The* (film), 29–30
- marketing, 16–17, 26, 27, 36. *See also*
advertising; branding
activities that relate to brand,
182–85, 198, 209
advertising that sold products,
25–26
appeal to self-interest, 71–73
barrier to competitive entry, 120
behavioral, 80–81
buzz, 208–218
celebrity endorsements, 64, 65, 66
CMO, average tenure of, 23, 30
communicating benefits, 26
company-wide involvement, 230–32
consumer behavior and, 19, 59–62, 64
customer-focused, 232–33
dashboard software solutions and, 209
engagement marketing, 68
“enhanced” or “improved”
approach, 61
4 Ps (product, price, place,
promotion), 186
frame of reference, 119
gaming model and, 153–71, 229–30
guerrilla, 56–78, 212, 225–26
high- or low-involvement brand, 174
Hyatt integrated plan, 230–32
Internet-based, 70–71, 110–13, 114,
121, 122–26, 129–50, 153–71, 225
as an island, 28–30
mass media, 25–26
new product launches, 70–71, 112,
134, 146–47, 200
one-room, 205–6
operational activities to support, 209
organizational changes to make
immediately, 213–18
outdated, 29–31
philosophy of, history, 178–80
point of difference, 119
positioning, 119
price promotions, 41
purpose marketing, 74–75
reinventing, 186–92
sampling, 50
sponsorships, 12–13, 16, 42, 66,
235–36
sports model, 65–66
start-ups and, 199–206
time element in campaigns, 217
touchpoint, 120, 160, 169
WOM (word-of-mouth), 67, 73–74,
166, 208
- Marketing ROI* (Lenskold), 53
- Marlboro, 37
- Marshall Field’s, 196–99
- Match.com, 131
- McCracken, Grant, 210–11
- McDonald’s Corp.
brand and, 37
sales and nonbranding activities, 16
- McElroy, John, 64
- McKenna, Terence, 149
- McLuhan, Marshall, 26
- Merrigan, Craig, 222
- Microsoft
branding commercial, 14
casual gaming site, 152
in-game ads and Massive, 156
tracking search habits, 91
- Mind Candy, 159, 167
- Morgan Stanley, 37
- Morita, Akio, 204
- Motorola, 156, 179
- Music-Tech-Policy, 144
- MySpace, 108, 134, 138
- Napster, 1, 2
- Nielsen Television Index, 152
- Nike
brand and guerrilla marketing, 58,
59, 64, 225
degradation of brand, 65
mission statement, 70
+ website, 73–74
sales, 16
World Cup sponsorship, 16
- Nintendo, 205

260 | Index

- Nissan
 - Altima launch, 70–71
 - HBCU Summer Institute, 75
 - No Logo* (Klein), 234
 - Nye, Louis, 234
- OfficeMax, 96
- Ogilvy, David, 25
- Onion*, 243n 7
- Orbitz, 95
- O'Reilly Web 2.0 convention, 89
- O'Toole, Tom, 230–32
- outsourcing of consent, 143–44, 150, 228–29
- PepsiCo, 200
 - brand awareness and taste test, 41
 - dueling starlets with Coke, 11–12
- Peugeot, 15
- PJ Smoothies, 200
- PLATO, 151
- Pocky chocolates, 15
- Ponemon, Larry, 102
- Ponemon Institute, 102
- Procter & Gamble, 86, 96, 111
- Ptolemy and Ptolemaic system, 4–6
- Puma, 156, 227–28
 - Volvo Ocean Race and, 228
- radical transparency, 137
- Reagan, Ronald, 69
- Reindeer restaurant, 175
- “Reinventing the Marketing Organization” (Kim), 186
- ROI (return on investment), 224
 - analyses of, 55
 - branding and, 35, 36–39, 41–42, 44–45, 53–55
 - customer value and repeat purchases, 54, 101, 212
 - Internet marketing and, 141–42
 - marketing activities and, 35, 36, 184
 - measuring, 36–39, 41–42, 44–45, 53–55, 141, 162, 189–90, 224
- Saab, 94
- Sacher, Ken, 66
- Sainsbury's, 96
- sales
 - branding and, 10–11, 12, 15, 22, 44–45, 53–54, 69, 74, 77, 196–97, 223
 - Burger King, 16
 - buzz campaign for, 211–18
 - Chronology of Purchase Intent and, 47–52, 191–92, 207, 230, 241
 - Coke, 15
 - Coke-Pepsi dueling starlets campaign, 12
 - consumer purchase decisions, 2, 10–11, 17–18, 25, 35, 42–45, 47, 54, 61, 169, 220
 - Dove campaign failure in, 74
 - funnel metaphor, 46–47, 48, 49–52, 65, 77–78, 146, 160–69, 224
 - Gap's (Product) Red campaign sponsorship and, 13
 - Geico call to action ad, 71
 - Gillette Fusion, 19–20, 243–44n 7
 - Internet-driven, 109 (*see also* Internet; search)
 - McDonald's, 16
 - Nike, 16, 59
 - Nissan Altima failure, 70–71
 - Starbucks, 20–21
 - Verizon, 16
- Schlumberger, 179
- search
 - asking questions vs. answering, 99–100, 226–27
 - behaviors required by your site, 98–99
 - brand, behavior, and, 96–103
 - cable TV, 92
 - developing a strategy for your business, 101–2
 - engines, 84–86, 91, 93
 - improving relevance, 94–96, 97–99
 - menus on websites, 98
 - on mobile phones, 92
 - sending searchers to the right page, 97–98
 - social, 94–95, 148

- use-created content as anti-search, 108
 - vertical, 94–95
 - web product searches, 80–82, 83, 85–86, 90–91, 148
- Second Life, 108, 134, 137–38
- Shewhart, Walter A., 178
- Shiseido cosmetics, 175
- Six Sigma, 179, 180, 181
- Smith, Michael, 159, 167
- social media, 27, 129–50, 157
 - alternatives to Internet, 147–50
 - blogs and conversations, 135–41, 144–50, 225
 - Bloomingdale’s retail experiment, 144
 - chat rooms, 27, 145
 - employees and, 147, 193–94
 - marketing with, 138, 141–47
 - mobile phones, 147–48
 - nine-step “cheat sheet” for using, 144–50
 - online auctions and services, 148
 - online communities, 128–35
 - outsourcing of consent, 143–44, 150, 228–29
 - television, 147
 - users as content, 143
- Society for Psychical Research, 33
- Sony, 15, 179
 - God of War II* event, 239–40
 - PlayStation* magazine, 240
- Spears, Britney, 11–12
- sponsorships and charity, 12–13, 16, 42, 66
- Starbucks, 20–21, 111
- Star Trek* (TV show), 111
- start-ups and entrepreneurs, 199–206
 - branding campaign for, 200–203
 - one-room marketing and, 205–6
- Stuart, Spencer, 30
- Subway, 60–61
- synchronicity, 211
- Szulborski, Dave, 229–30

- Take-Two Interactive, 156
- Techguy, 145

- Tesco, 175
- ThinkPad, 223
- This Is Not a Game* (Szulborski), 229
- Thompson, J. Walter, 24
- Thomson, 95
- Timewave Zero, 149
- T-Mobile, 67
- Transformers* (film), 229
- transparency, 93, 145
- Travelers brand, 49–51
- Travelocity, 95
- TripAdvisor, 95, 131
- 24 (TV show), 111

- United Airlines: branding commercial, 14

- Verdino, Greg, 228–29
- Verizon
 - advertising, 67
 - sales, what drives, 16
- viral videos, 17, 104–5, 114
- Virgin, 225

- Warren, Waldo, 196–97, 199
- Wikipedia, 95
- Winfrey, Oprah, 13
- Wolfe, Alexander, 135
- WOM (word-of-mouth) marketing, 67, 73–74, 166, 208. *See also* buzz marketing
 - Nike+ website, 73–74
- Woods, Tiger, 64

- Yahoo!, 226, 230
 - Answers, 96
 - Movies, 95
 - Panama project, 91
- Yelp, 131
- YouTube, 105–6, 170, 234

- Zango, 156
- Zumo, 200