

建立更強壯的品牌

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品牌，生存在一個不斷變化的世界裡，但在人們生活中扮演的角色一直都沒有改變，而人們自身的變化，也逐漸趨緩。事實上，已有充分的證據證明，相較於起伏不定的外在條件，人類在蒐集及處理資訊，並根據這些資訊作出選擇和判斷的方式，是相對穩定和一致的。對於企業來說，充分瞭解消費者可以為企業帶來較穩定的基礎。此外，現在有許多以神經科學及行為心理學為基礎的研究方法被廣泛使用，說明現在的我們已經比以往更加瞭解人類的決策過程。

企業們會有許多和他們品牌相關的問題，而這些問題最終都可以歸結為：我們的品牌現在做的如何？我們該如何才能建立更好的品牌力？

這些問題的答案都要從「人」本身開始說起。具體來說就是，為什麼人們會選擇某些特定品牌，以及品牌如何讓人們有更大的機率會選擇它？答案很簡單，品牌之所以成功是因為能被更多的人、更頻繁及更輕鬆地選擇，而為了達到這個目的，品牌必須要與大眾不斷變化的需求保持密切的相關，並明確自身定位，瞭解自己在消費者的生活中，扮演著如何觸發動機和值得信賴的角色。此外，企業瞭解消費者的選擇方式之後，必須要善加運用於制訂策略上。

關於消費者如何作出選擇，我們瞭解多少？

比起以往，現在的消費者有更多的選擇，但多樣及複雜的資訊轟炸帶來了一系列的後果，「缺乏注意力」就是其中之一，而我們的大腦必須找到方法來處理這些超過負荷的資訊。

為了應對超載的資訊，左右大腦的兩個系統（通常稱為系統 1 和系統 2）組合能幫助我們處理兩種資訊，一種是較情感面與較直覺的資訊，另一種則是需要費時去認知思考的資訊。

大腦的邊緣系統（Limbic System）幫助我們決定對外部刺激的最初反應，並且評估哪些是值得被進行下一步思考的資訊內容。直觀判斷可以讓我們快速地處理大量資訊，雖然這種方法會受到我們對自身的認識、過去的經歷、回憶和偏見所影響，但除非我們察覺到資訊背後有足夠的價值，否則大腦的直覺判斷是可以避免讓無價值的資訊進入到思考的程序。我們的大腦是「後設理性的」（meta-rational），也就是說，我們的大腦會理性地判斷，是否要開啟理性模式來處理接收到的資訊，

當品牌想要影響消費者的選擇，可以充分地利用上述的一種或兩種大腦系統運行機制，以達到品牌欲採取的行銷目的：例如，打破現狀，或增強與消費者的情感聯繫。

消費者如何聯想品牌？

品牌形象以各種想法、感覺、圖像、故事、關聯性、色彩、聲音、符號和記憶等一系列元素組成的精神網路，存在於人們的思維中。也就是一種，個人與某個特定品牌間的所有各種互動所形成的一種獨特的聯想記憶結構。

人們在作選擇的時候，品牌能作為一個幫助消費者作判斷的捷徑，讓消費者在不需經過太多意識的思考之下，就能作出決定。

如果品牌想要創造或加強這些存在於消費者大腦中的精神網路，那麼就要知道，一個品牌若傳達數量越多及品質越佳的心理線索，在消費者心裡建立起品牌聯想記憶結構的可能性就越高，而消費者在作選擇時就比較容易注意到、辨認出或者聯想到該品牌。**Apple** 就是很好的例子，它讓產品的外觀、帶給人的感覺、使用者的體驗已及其他的正向因素產生強大的相互作用，在消費者的心裡產生一個連貫、豐富及密集的精神網路。

我們如何選擇品牌？

品牌必須以正面的形象進入消費者作選擇時的思考當中，因為人們在作選擇時，通常會依據品牌在他們心中所建立的精神網路進行檢索，並結合在選擇當下時所受到品牌用以引人注目的刺激因素，再作出決定。

然後，消費者會根據當下的潛在需要和購買動機，排除其中的一些品牌，並將剩下的突出品牌列為進行下一步比較及評估的考慮選項，接著「最佳」的選項在最後會被選中。這是消費者作決定的過程，即使是在大腦毫無意識的情況下也是如此運作。

這個雀屏中選的品牌，是在假如所有外在條件都相同的情況下，讓消費者花最少努力去思考的結果。而即使是在琳瑯滿目的選擇中，通常一次的購買行為中只會有一個品牌會被選中。

想像一下，和朋友出去喝杯啤酒，該選擇哪個品牌呢？手工精釀啤酒？太貴了。讓你看起來更有吸引力的優質啤酒？似乎為時過早。一杯能讓身心慢慢展開迎接夜晚的標準啤酒？就是它！

以上的所有思考都發生在十億分之一秒內，大多情況是無意識地進行，而這樣的決策過程和最後的選擇是一定會發生。

在選擇之後，品牌在消費者的精神網路中可能會因某些因素而增強或被質疑，比如說用戶與品牌的實際接觸體驗、品牌在接觸點傳達給消費者的訊息，或是品牌溝通或互動等外在因素。

在選擇過程的各種關鍵點中，人們容易被記憶特徵（**Memory Salience**）和吸引特徵（**Attention Salience**）所影響。**記憶特徵**是所有關於品牌在過去於消費者腦中所建立的精神網路的因素。**吸引特徵**則是品牌在購買當下傳遞給能夠吸引消費者注意力的外在刺激及心理提示，例如說情境、傳媒、評論、報價或嶄新的包裝等。

品牌需要從這兩個層面上著手，用簡單的故事和訊息來加強正面的記憶結構，或是用各種不一樣的方式來挑戰及捕捉消費者的注意力，以增加他們對品牌的認知程度。

總而言之，一個成功的品牌會被更多的人，更頻繁地，更輕鬆地選擇：

- 形象突出的品牌總是能在關鍵時刻被人想起，它們在消費者的腦中已經建立了強大的品牌精神網路及聯想記憶結構，所以才能在這個快速且由人們自主決策的消費環境下，被自然地聯想起來。
- 能滿足關鍵的購買動機，包括功能性和情感需求，並和消費者建立起情感聯結。
- 與其他品牌相比，在消費者作選擇的時候具有最高的知覺價值（Perceived Value）。
- 讓消費者感覺，選擇該品牌的過程中需花費的努力最少，最輕鬆。品牌的可觸及性，是人們在選擇品牌時常使用的基本判斷方法之一。一個品牌若是比其他類似的品牌容易被消費者觸及，則這個品牌就越容易被選中。

如何成為消費者心中的第一選擇？

- 建立品牌的特徵

確立並增強品牌的記憶特徵以及吸引特徵，這樣消費者在選擇的關鍵時刻會自然聯想起該品牌。

- 建立品牌聯繫

在各種場合建立與品牌相關的記憶，滿足消費者的功能需求和情感需求。

- 排名第一

在消費者選擇的當下讓他們感覺到最高價值。

- 輕鬆選擇

增強能夠讓消費者更加輕鬆地選擇到你的品牌的正面因素，及減少那些驅使消費者走向其他品牌的負面因素。

這些元素構成了人們對品牌的取得意願，即反映了人們在多大程度上想買你的品牌。

這部分是關於市場力量的管理，讓你的品牌能夠在關鍵時刻輕鬆地被消費者挑中。

益普索評估品牌權益（Brand Equity）的方式包括了以下關鍵原則

品牌取得意願（Brand Desire）是綜合品牌建立強大的精神網路程度、對品牌特徵和品牌關係進行評估，並確認該品牌在許多選擇情況下是否都能排名第一。這適用於任何單一購買場合下要從一系列品牌中進行選擇的情況。

市場力量（Market Force）則是指人們對品牌能輕鬆選擇程度的印象，其中的因素包括他們需要付出的精神努力和金錢支出。對於品牌來說，讓消費者感覺到輕鬆的選擇過程是至關重要的。

評估品牌取得意願（Brand Desire）

在一個無限大的選擇環境中，人們很少做出慎重的選擇。他們只會考慮少部分特徵突顯而能被大腦本能地檢索到的品牌，而透過消費者這道心理門檻的品牌才會進入消費者的考慮名單。

益普索的工作則是要評估有多少品牌及有哪些品牌會進入消費者的考慮清單。我們會針對某個類別作整體評估，同時也可以將這種評估方式應用於不同的場合、需要或情境。我們也可以評估為什麼其他品牌沒有進入消費者的考慮清單，是因為他們沒有獨特性無法吸引注意，還是他們被消費者直接排除，以及被排除的原因是什麼。

品牌關係的評估包括兩個方面：在功能方面是否滿足消費者需求，以及消費者與品牌的親密程度。我們用有意識的評估方式，歸納出了消費者選擇品牌時，無意識產生的決定偏好或選擇排名的標準。我們不會主動地問排名，而會從消費者對考慮名單中的品牌所給的分數與評價來觀察。這樣的方式能反映出消費者選擇品牌的具體情境，也能去除因為不同文化所造成品牌得分不一致的偏差，讓跨國研究得到更精確的評估。

與品牌成果連結

我們將這些被消費者列入考慮清單的品牌數量及排名結合起來觀察，證明了這些資料與整體市場佔有率之間有直接的關聯性。



這充分說明了，增加品牌被消費者考慮到的程度、增加品牌關係的功能因素和情感因素以及成為消費者在選擇時心中最優先或排名第一的選擇，是很重要的。

如果再考慮市場力量，也就是影響消費者是否能輕鬆觸達品牌的因素，那與市場佔有率之間的關係係數就會更強。益普索針對市場力量的評估機制被稱作市場效應模型。

這些評估機制構成了益普索的品牌價值創造模型 (Brand Value Creator, BVC)，以用來評估品牌權益。我們在品牌研究上的專業度及強大的評估模型，為我們的客戶提供能幫助品牌增長的有效資訊。

益普索的評估方法包含了許多神經科學和行為心理學的新思路，利用有效的市場方式及明確的行動方案，幫助實現品牌增長的目標。我們的評估可以為您提供有效的資訊，提供最正確的行動措施，最終實現品牌增長。我們還可以詳細診斷品牌取得意願和市場力量評估模型中每一個關鍵指標的表現，並對比市場平均水準或進行分波研究，以幫助品牌瞭解哪些行動會最大程度地影響其品牌權益。

Ipsos Connet 益普索媒體與傳播研究

Ipsos Connect 結合 Ipsos 全球產品服務，專精於品牌溝通、廣告測試及傳播媒體的相關研究。現今品牌溝通由於廣告及傳播媒體變得日益複雜、零碎及數位化，而更顯複雜困難。Ipsos 擁抱這複雜且現在的環境，整合品牌表現調查及媒體環境內容，並提供我們客戶更創新、真實、即時且數據和科技驅動的研究發現洞察。

更多的資訊，請參考 www.ipsos.com/connect

或洽詢我們的研究團隊

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Building Stronger Brands

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Brands exist in a constantly changing world. But the role brands play in people's lives has not changed and people themselves change more slowly.

There is ample evidence to show that, even when conditions are in constant flux, the way humans gather and process information and make choices is more constant. For businesses, understanding people provides a relatively stable strategic anchor. There are also significant new approaches based on neuroscience and behavioural psychology that mean we know more about human decision processes than ever before.

Many of the questions businesses ask about their brands boil down to “how well are we doing” and “how can we do better?” Answers to these questions start with people. Specifically, why do they choose brands and how can brands influence people to choose them more? Put quite simply, brands that are successful are chosen by more people, more often, more easily.

To achieve this, brands must be closely associated with people's changing needs, knowing what they stand for and the motivating and credible part they play in people's lives. And brands must be able to both understand and leverage the way in which people make choices.

WHAT DO WE KNOW ABOUT HOW PEOPLE MAKE CHOICES?

People have more choices than ever, but this complexity, abundance and continual bombardment have consequences; attention deficit being one. Our brains have to find ways to deal with the overload.

To cope we make full use of our dual processing capabilities – a combination of emotional or automatic and cognitive or reflective processing (often referred to as System 1 and System 2).

Our limbic system helps us decide our initial response to stimuli and to assess what is worth cognitive effort. Heuristics help us to process large amounts of information, influenced by who we are and our past experiences, memories and biases. We save the effort needed for cognitive thinking for when we perceive there to be sufficient benefit. We are “meta-rational”, or rational about our ability to be rational.

The actions brands take to influence choices can leverage either or both processes, depending on the brand's objective: for instance, to disrupt the status quo or to reinforce emotional connections.

HOW DO PEOPLE THINK ABOUT BRANDS?

Brands exist in people's minds as a network of thoughts, feelings, images, stories, associations, colours, sounds, symbols and memories. It is a unique associative memory structure that is formed based on all the interactions someone has with a brand.

When making a decision, branding acts as a heuristic (a kind of mental short cut) – helping people make decisions without too much conscious thought.

If brands want to create or reinforce these mental networks, then the greater the quality and quantity of prominent mental cues, the greater the likelihood that a consumer will build associative memory structures around the brand so that they will notice, recognise or think of a brand when making choices. Think of how well Apple has created a coherent, rich and dense mental network where products, look and feel, user experience and the positive memories of Apple retained in people's minds all work together to form a strong and synergistic whole.

HOW DO WE CHOOSE A BRAND?

A brand must come positively to mind at the moment of choice. At these moments, brands are retrieved based on the strength of the brand's mental network, combined with any stimulus that catches attention at the point of choice.

Then, based on underlying needs and motivations at the time, some options will be rejected and other, salient brands will be considered as options. Those options will then be evaluated against each other and the 'best' option selected. This is a deterministic process, even if entirely unconscious.

This will be the preferred brand, or, all else being equal, the one requiring the least effort. Even from a repertoire of brands, only one brand will usually be chosen on a single purchase occasion. Think about going out for a beer. A friend is buying. What to choose? The craft beer over at the bar? Too expensive. The premium beer that might make you seem more attractive? Too early. The default that will get the evening started? Yes. All done in nanoseconds and much of it unconscious, but a process and a choice none the less.

Following choice, mental networks may be reinforced or challenged based on the user experience and cues or stimuli at any touchpoint with the brand e.g. communications, conversations etc.

At all points in the process, people are influenced by memory and attention salience. Memory salience consists of all the aspects of the brand's mental network that have been developed in the past and attention salience consists of all the cues or stimuli that capture our attention in the moment. This could be in the form of context, communications, a comment, an offer at the point of sale, a new pack etc.

Brands need to act at both levels, reinforcing positive memory structures with simple stories and messages or capturing attention through more dissonant or disruptive approaches designed to challenge people and force them towards a more cognitive level of processing.

In summary, successful brands are chosen by more people, more often and more easily:

- Salient brands come readily to mind in the moments that matter. They have strong brand networks or associative memory structures, so they are naturally retrieved in a fast-processing, automatic decision environment.
- Brands must fulfil the key motivational criteria for selection, which include meeting functional and emotional needs and creating connections. ☑
- And they must have the highest perceived value at the moment of choice, compared with alternatives. ☑
- This includes being perceived as the choice of least effort. One of the basic shortcuts (or heuristics) people use in choosing brands is the availability heuristic. The more easily people perceive that they can obtain one option vs. another similar option, the more likely it is to be selected. ☑

SO WHAT DOES A BRAND NEED TO DO IN ORDER TO BE FIRST AT THE MOMENT OF CHOICE?

- **BUILD SALIENCY**

Identify and enhance prominent memory and attention cues so that your brand is implicitly retrieved in the moment of choice

- **FORM RELATIONSHIPS**

Meet functional and emotional needs across multiple occasions to create memories that link the brand and things that matter

- **RANK FIRST**

Achieve highest perceived value at the moment of choice

- **MAKE IT EASY TO CHOOSE**

Manage the factor that make it easy to choose the brand we desire or push us towards alternatives

Together, these elements create **BRAND DESIRE** which reflects the extent to which people want to buy your brand

This is about managing **MARKET FORCES**: enabling your brand to be chosen easily at the moment of choice

THE IPSOS APPROACH TO MEASURING BRAND EQUITY INCORPORATES THESE KEY PRINCIPLES

Brand Desire is about building strong mental networks for the brand and measures the core aspects of choice: brand saliency and brand relationships that ensure the brand ranks first in as many choice situations as possible. This applies even within a repertoire on any single purchase occasion.

It is important for brands to be perceived to be easy to choose. Market Forces are the actions taken by a company that result in increasing or decreasing the likelihood of being perceived as the choice with the least effort and that includes least outlay financially.

Measuring Brand Desire

People seldom make deliberative choices amongst an infinite set of options. They consider a shortlist of salient brands that are instinctively retrieved as relevant. The group of brands that pass this threshold for any given choice are the consideration set.

We measure how many and which brands come to mind for consideration. We do this for the category overall but can also apply the measure to different occasions, needs or situations. We can also measure the reasons why other brands do not enter the consideration set, be that because they are not distinctive and don't capture attention or because they are rejected, and the reasons for this.

The brand relationship consists of two measures, meeting needs (performance) and closeness. These consciously summarise the typical, often unconscious criteria on which brands are chosen and represent the comparative measures against which people determine their preference or highest ranked choice. We do not ask rank but infer it from the ratings of each of these measures for each brand in the consideration set. This reflects the context in which choices are made between brands. It also neutralises any cultural bias that exists due to how different cultures score or rate brands – a major benefit when conducting multi-country studies.

The Ipsos measure for Brand Desire is called Attitudinal Equity.

THE IPSOS APPROACH TO MEASURING BRAND EQUITY -
BRAND VALUE CREATOR (BVC)



Linking this with Brand Outcomes

When we combine the number of brands considered and their ranking, we can show a direct relationship with overall market share.

This demonstrates the importance of influencing brand choice through increasing levels of consideration, strengthening the functional and emotional elements of brand relationships and being the most preferred or ranked first in the moments that matter.

Taking into account Market Forces, or the ease of getting hold of a desired brand, the link with market share becomes even stronger. The Ipsos measure for Market Forces is called Market Effects.

These measures form our brand equity solution, Brand Value Creator (BVC). Our brand expertise, combined with a powerful measurement framework, enables our clients to focus attention on proven and sensitive metrics that provide the information to build stronger brands.

Ipsos Connect

Ipsos Connect, a global specialized business to coordinate Ipsos services in the domains of Brand Communications, Advertising and Media.

As the worlds of brand communications, advertising and media become increasingly complex, fragmented and digitalized, Ipsos helps its clients embrace this modern complexity by bringing together brand expression, media and content, & via consolidating our expertise to bring new, data-driven, real-life, real-time, tech-driven insights to our clients.

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