了解消費者如何選擇品牌以推動品牌成長--章節 1/2

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技術與社會變革的速度驚人，在品牌和傳播界，更能明顯地感受到數位革命正在改變品牌與人們連結的方式。90 年代中期我剛開始我的職業生涯，「搜尋引擎優化」在當時只意味著「找出汽車不能發動的原因」，「社群網路」也僅侷限於我在酒吧裡遇到的人們。

令人欣慰的事，人們和他們的行為並未像科技一樣快速地改變。至少在許多產品類別中，品牌在人們生活中所扮演的角色並沒有改變。例如，在 90 年代中期，我不會有一支裝有電子商務應用程式的智慧型手機讓我可以點擊螢幕就能訂購食品雜貨。事實上，我那時都不會知道什麼是「應用程式」或「智慧型手機」。但是，當我下訂的食品或雜貨送達廚房時，我依然會烹煮、進食，這和現在沒有什麼差別。

所以，雖然食品雜貨品牌試圖用很多新方式來吸引我的注意力、影響我的選擇，但驅動我選擇的根本因素並沒有改變。我知道，某品牌的棕醬用在培根三明治上最對我的胃口，而這種體驗將會一直影響該品牌在我心中的位置。這與該棕醬是否能在網路上訂購無關，因為對我來說，只要能夠輕易地買到它，不管用什麼方式，我都會一再地購買。

我並不一定「熱愛」該棕醬的牌子，也不會在社群媒體上與它「互動」，但因為我確實喜歡這個牌子的棕醬味道，所以我會一再購買。用更學術的方式來表達的話就是，我會根據我腦中已建立的心理網路，繼續對棕醬品牌作出習慣性的選擇，也就是我不需要經過思考就會這樣選擇，而其他的棕醬品牌將必須付出更大的努力才能影響這個選擇過程。不過，透過品牌評估，以及了解人們如何選擇品牌，其它品牌就能夠找到適合的品牌增長機會。而益普索 BVC（Brand Value Creator）就是以這樣的基礎來測量品牌資產的研究方法

BVC 的計算是以受訪者對品牌的實際評估作為依據，有助於發長品牌成長的決策，且目前市面上還沒有比 BVC 更能夠反映市場佔有率及成長潛力的工具。BVC 研究運行了 10 年，已經建立了龐大的數據庫，能讓我們從中瞭解品牌成長戰略。該數據庫反映了人們在不同品牌之間做出選擇的方式，以及隨著時間推移的演變。

品牌成長的第一步是要帶給人突出的印象，並能在關鍵時刻經常地被聯想到。突出的品牌會進入消費者心裡的考慮選項列表中。當然，可被觸及的品牌數量，會影響被考慮的品牌數量，因此，當市場越繁忙越混亂，被考慮的品牌也就越多，一般來說，一個類別的品牌數量若少於 10 個，被考慮品牌約為 3 個。當品牌數量超過 10 個，被考慮品牌數也會隨之上升，不過也不會無限地增加，大約會是 4.5 至 5 個品牌之間。

不斷增加的媒體以及越來越模糊的類別界限，都可能讓更多品牌在任何類別情境下變得突出。綜觀所有的包裝商品品牌，平均被考慮品牌數量雖沒有大幅增加，但也從幾年前約 5 個品牌，增至現在的 6 個左右。

企圖吸引我們注意力的資訊增加得很快，但我們的頭腦並沒有保留所有資訊的能力。因此，要作出突出性的資訊越來越艱難。當品牌在消費者腦中擁有強大的心理網路時，就有能力贏得勝利。也就是說，當消費者購買該品類的產品時，對該品牌的聯想將會毫不費力地進入腦海中（如同我搭配培根三明治的棕醬）。由於我們的頭腦沒有能力保留所有可能被選擇品牌的聯想資訊，所以即使選擇變得越來越多，我們的考慮選項還是受到限制，數目不太會增加。

簡單來說，我對這個棕醬的品牌並沒有特別偏愛，但我確實覺得對這個品牌比對其他品牌感覺更親近。也就是說在我選擇棕醬時，這個品牌展現了較高的感知價值，讓我將它排在第一位。

當品牌變得突出之後，它在消費者有限的心理網路中，就成功地佔下了一席之地，而下一步就是成為首選，也就是與其它品牌相比，消費者進行選擇時，品牌必須具有最高的感知價值。而 BVC 模型可以讓我們了解消費者的心理網路，幫助品牌挖掘出變得與眾不同的機會。

在下一個章節中，我們將更進一步介紹 BVC 是如何透過指標來了解品牌在消費者心理網路中的位置，及挖掘品牌突出的機會。

Ipsos Connet 益普索媒體與傳播研究

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Drive Growth,
by Understanding The Reality of How People Choose Brands - Part 1

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The pace of technological and social change is bewilderingly fast. In the world of brand and communications, we feel this particularly keenly, with the digital revolution transforming the way that brands seek to connect with people.

At the age of 45, I am not particularly old – and yet when I embarked on my career in the mid- 1990s, “search engine optimisation” meant trying to work out why my car wouldn’t start, and “social networks” meant the people I met in the pub.

So, when age-related depression threatens to set in, and I am tempted to write myself off as a dinosaur, it is comforting to remember that people and their behaviour don’t change as fast as technology does.

Critically, in many categories, the role that brands play in people’s lives doesn’t change. For example, back in the mid-1990s, I would not have had e-commerce apps installed on my smartphone, allowing me to order my groceries at the touch of a button. Indeed, I wouldn’t have known what you meant by “app” or “smartphone”. However, when my groceries reached the kitchen, I was still cooking them and eating them the same way then as I do now. (A slightly better quality chef these days, perhaps).

So, whilst grocery brands have a lot of new ways in which to gain my attention, and influence my choice– the underlying factors driving my choice have not changed. I know that particular brand of brown sauce still tastes great on a bacon sandwich, and that experience will stay lodged in my mental network for that brand, regardless of the fact that I can order it online these days. As long as it remains easy for me to buy, by whatever means, then I will buy it again.

I don't necessarily "love" that brand of brown sauce, and I certainly don't want to "engage" with it on social media – but I do love the way it tastes on a bacon sandwich, so I will buy it again. To put that in more academic language – I will continue to make a habitual brand choice of brown sauce, based on my established mental network. I will do this to the extent that I will not give it a moment's thought - and other brands of brown sauce will have to work pretty hard to disrupt that process.

By basing your brand evaluation around people, and the reality of how they choose brands – which is still governed by "analogue" mental networks, even if those networks can be digitally disrupted these days – then you can find the best strategy for growth.

Brand Value Creator (BVC), the Ipsos approach to measuring brand equity, is based on these principles. With calculations based around each individual respondent, it is rooted in reality for individual people at the moment of assessment. This is reflected in the market-leading validations it achieves – no competitor approach reflects market share, or potential for growth, better. So, harnessing the insight that comes from BVC will help drive brand growth.

BVC studies have been running for 10 years. This has yielded an extensive database from which we can mine learning to inform brand growth strategies. The database reflects the way that people make choices between brands, and how this has been evolving – gradually – over time.

The first step towards brand growth is to be salient – to come readily to mind in the moments that matter, for more people, more often. Brands which are salient will make it into an individual person's consideration set. Naturally, the number of brands considered will be influenced by the number of brands available – on average, the busier and more cluttered the market, the larger the consideration set. Not that much larger, however. Where the number of brands in a category is less than 10, the average consideration set is around 3. When it is over 10, it goes up – but only to between 4.5 and 5 on average.

The amount of stuff fighting for our attention increases fast – our capacity to retain that stuff in our heads does not.

How about our ever-increasing consumption of media, and the blurring of boundaries between categories? Both of these things could lead to more brands being salient in any given category context. There is some evidence for this – for example, if we look at all packaged goods brands, the size of the average consideration set has gone up – albeit, not by much – from around 5 a few years ago, to around 6 now.

So, the battle for saliency is hard fought, and not getting any easier. Brands are better equipped to win it when they have strong mental networks – the associations which will make the brand spring effortlessly and automatically to mind when someone is next making a purchase in the category. (Such as my bacon sandwich). Since our minds can't or won't work hard enough to maintain such associations for all the brands we could potentially choose, our consideration sets are remarkably restricted, even when the range of choice is wide and getting wider.

Put simply – I don't feel close to that brand of brown sauce. But I do feel closer to that brand than to any other. This helps that brand to have a higher perceived value for me at the moment of choice – it ranks first.

BVC will help you understand where lack of saliency is the key challenge for your brand. Exploration of the mental networks around the category will help you identify opportunities for your brand to become more distinctive.

Once brands are salient, having successfully jostled for space within our limited mental networks, the next step is to be the first choice - to have the highest perceived value at the moment of choice, compared with alternatives (which might include those which have achieved attention saliency at the last moment, for example by having an eye catching promotion at point of sale).

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