

## 了解消費者如何選擇品牌以推動品牌成長--章節 2/2

文 | Keith Glasspoole, Ipsos Connect, UK

編譯 | Penny Huang 益普索公關行銷專員

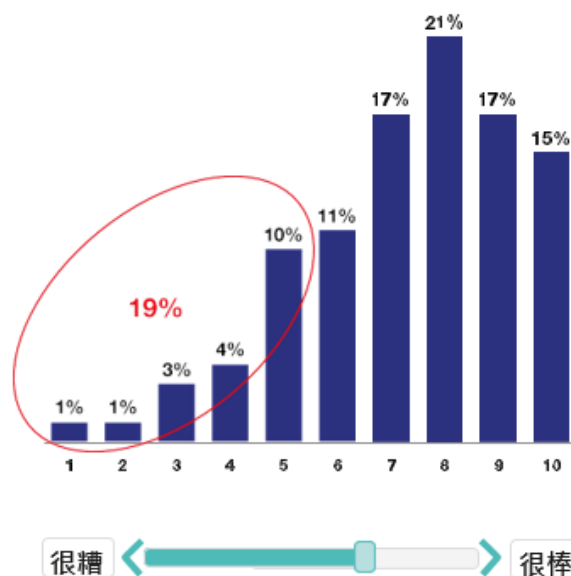
BVC ( Brand Value Creator ) 模型使用兩種指標來衡量一個品牌成為消費者第一選擇的能力：產品表現和親近度。產品表現單純衡量一個品牌的產品是否能滿足消費者的需求，是否能達到消費者的期望。產品表現的衡量通常會回歸到該品牌產品的功能性，或者說是該類別產品的功能性，像是這項產品是否能让衣服更乾淨，或讓你的口氣更清新？這樣的關聯性通常是產品進入市場的必備條件，也就是說一項產品如果不具備這樣的功能，就不會被消費者考慮。然而一個品牌如果單純只在功能上有超越其他品牌的表現，其優勢通常轉瞬即逝，很快就會被複製。

親近度衡量的是人們與產品的情感連結。其實說除了少數有名的例外，消費者和品牌通常並不會有強烈的情感連結。就像我喜歡棕醬，但我並不認為除了將它放入我的培根三明治以外，我和該品牌需要有更多的「互動」。我與我常選擇的棕醬品牌之間存在某種連結，否則既然它與其他品牌嚐起來差不多，為何我會不假思索地自動選購這個品牌，而非其他牌子的產品？

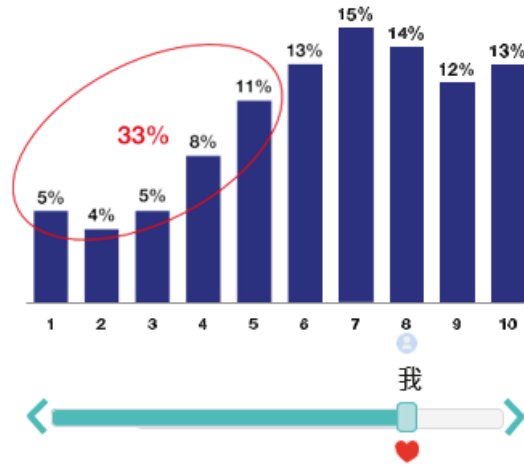
簡單來說，我並不覺得和這個棕醬品牌特別親近，但比起其它品牌，我確實覺得和這個品牌有更多的情感連結，這使我在做決策的當下對它產生更高的知覺價值，成為我心中的首選。

我們的資料庫數據顯示，相較於親近度，平均產品表現的得分分布較集中，平均得分也較高。（圖表 2），這為親近度確實能夠區分品牌提供了證據，甚至比產品表現更能夠達到區分品牌的效果。

圖表 2 產品表現分布



### 親近度分布

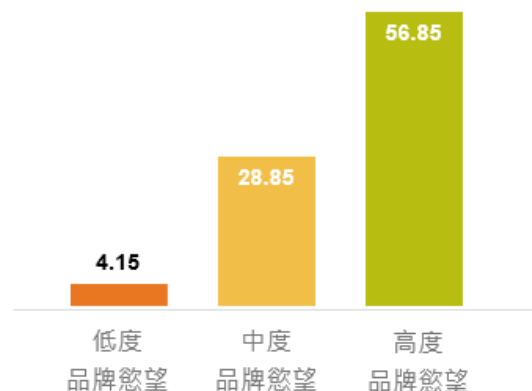


\*來源：BVC 資料庫 2017

我們還分辨出讓品牌成為消費者首選的因素——較高的親切度比產品表現更能讓品牌成為首選。營造產品與消費者的情感連結很困難，但效益卻很高。良好的產品表現和親切度都能幫助你的品牌在消費者心中獲得更高的排名，但親切度卻更可能是幫助你成為消費者首選的關鍵。

利用 BVC 模型來做品牌聯想分析，能夠協助你辨識出什麼因素最可能為你的品牌帶來更強的情感連結，以及這些因素讓你的品牌變得與眾不同的潛力。這樣的分析並非單純是學術研究，當我們結合突出性、產品表現、親切度與排名因素，我們就能夠全面地衡量品牌取得意願 (Brand Desire)。品牌取得意願與荷包佔有率 (Share of Wallet) 高度正相關，當消費者對一個品牌的取得意願越強，他們越常付諸購買。這樣的現象存在於廣泛的產品和服務類別當中，因此我們能觀察到品牌取得意願與市占率的直接關係 (圖表 3)。

圖表 3 品牌慾望和荷包佔有率 (%) 的關係



對特定品牌擁有高品牌取得意願的消費者，在選購該類別產品時，會花費較多在该品牌上，特別是在強大的品牌關係最能帶來獲利的服務業



品牌慾望程度	快速消費品	酒精飲料	零售	金融	汽車	餐飲	服務
	荷包佔有率 (%)						
低	4	3	4	4	4	4	4
中	28	30	31	29	29	29	30
高	57	58	54	57	53	62	70

\*資料來源: BVC 資料庫 2017

我們還發現當消費者對一個品牌的取得意願高於它的荷包佔有率時，可以預期該品牌的銷量會比其他牌子有更多成長，而且不受到市場效果影響，像是當消費者無法在賣場的第一位置找到該品牌時，他們可能會改到其他通路尋找該品牌。當品牌取得意願超越它的荷包佔有率時，荷包佔有率會隨之上升，品牌銷量也會成長。

比較 BVC 資料庫中的數據能夠幫助你了解，你的品牌是否擁有該品牌規模應有的品牌取得意願，而數據分析能夠協助你有效地將成長潛力最大化，或是將損失最小化。

當然，即使一個品牌已經表現突出，並透過產品表現和親近度塑造出與消費者的強大連結，它也並不一定會被消費者選購，因為市場效果可以從中影響，讓消費者輕易地選擇自己渴望的品牌，或是阻礙消費者，將他們推向另一個選擇。

我們的資料庫也能幫助我們了解，特定的市場效果對特定大小的品牌的影響，是否比我們預期來得更大或更小，以及這種市場效果造成的阻礙是否如我們所想。舉例來說，當我們面臨下降的銷售量，會自然地想要降低售價或進行促銷活動來應對。然而當我們檢視整個資料庫會發現，價格或是缺乏促銷活動並不是最常影響銷售量的問題，反而易達性或產品品項更可能造成影響，因為消費者會無法找到你的品牌，或是你的產品型式不是消費者所想要的。

成功地處理配銷、店內能見度或是品項優化，能夠改善獲利成長的機會，無論你在世界上哪一個地方，這都是普遍的原則，不僅是在配銷較困難的開發中市場，在成熟的市場亦然。

一個在開發中市場的糖果糕點品牌透過 BVC 模型發現，它因為價格、品項、銷售通路的問題而市占率下降，在它增加銷售價格較低的小包裝品項後，銷售量成長了超過 30%。

總的來說，透過 BVC 模型來衡量品牌權益 (Brand Equity) 不僅僅是學術研究，當它被適當地分析並據此行動，就能幫助你辨識和擬定增加獲利成長的最佳策略，讓你的品牌被更多人、更頻繁、更輕易地選擇。

## Ipsos Connet 益普索媒體與傳播研究

Ipsos Connet 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](http://www.ipsos.com/connect)

或洽詢我們的研究團隊

研究總監 Darren Freeman 費愷毅

02 2701-7278 ext.155 [darren.freeman@ipsos.com](mailto:darren.freeman@ipsos.com)

## Drive Growth, by Understanding The Reality of How People Choose Brands - Part 2

Keith Glasspoole, Ipsos Connect, UK

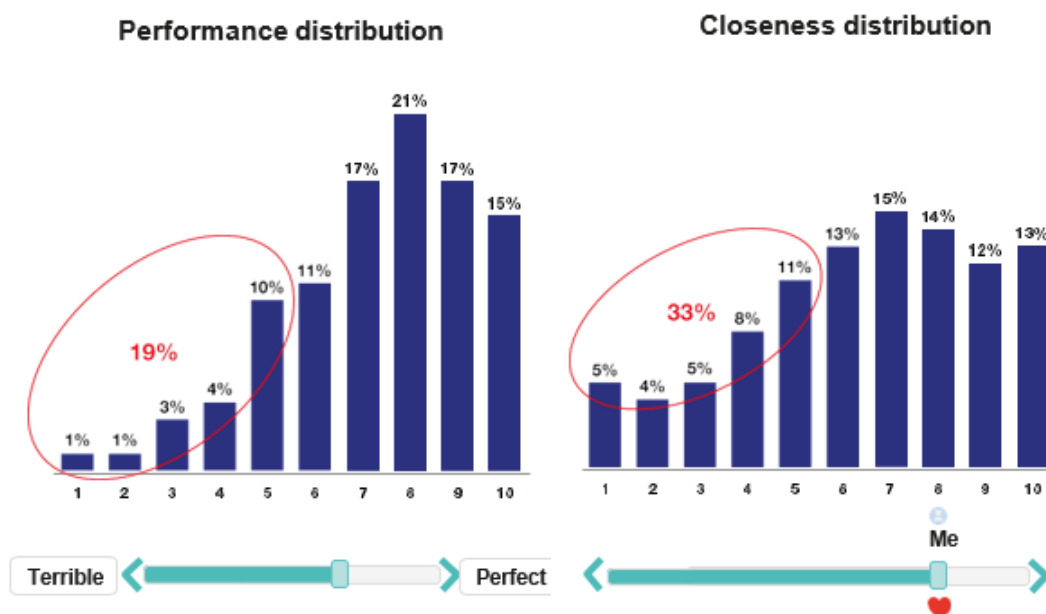
BVC assesses a brand's ability to be first choice using two metrics – performance and closeness. “Performance”, simply put, is whether a brand meets your needs – whether it does what you need it to do. Typically, performance ratings will link back to the functional purpose of the brand, or more likely the category: does it make your clothes clean, your breath fresh, etc. Such associations are often prices of entry – if you don't have them, you won't be considered – but genuine superiority in functional performance tends to be fleeting and quickly copied.

“Closeness” assesses the more emotional connection people have with brands. We must be realistic, and concede that, with a few famous exceptions, people generally don't have a strong emotional connection to brands.

I like brown sauce, but I don't feel the need to “engage” with the brand beyond putting it on my bacon sandwich. However, there is some kind of connection there – otherwise why will I automatically, and without thinking, buy that brand rather than any other, given that other brands will taste much the same?

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.

Our database provides the evidence – closeness does discriminate between brands, and does so more than performance. The distribution of average performance scores is relatively small compared to closeness, and the average score higher. (See Figure 2)



\*Source: BVC Database 2017

Figure 2

In addition, we can isolate the factors which help make brands the first choice – this is much more frequently driven by higher closeness, than by higher performance. So, it is hard to create an emotional connection – but the rewards for doing so are high. Both performance and closeness help you achieve a higher ranking, but closeness is more likely to push you into being ranked first.

Analysis of brand associations alongside BVC can help you identify what is most likely to drive stronger connections for your brand, as well as their potential to make your brand distinctive.

Such analysis is not just an academic exercise. When we combine salience, performance and closeness, and factor in rankings at respondent level, we arrive at an overall measure of brand desire. Brand desire correlates strongly with share of wallet – i.e. the stronger your desire for a brand, the more often you say you buy it – an observation which holds true across a wide range of product and service categories, and results in the direct relationship we see between brand desire and market share. (See Figure 3)

We also know that if a brand “punches above its weight” for brand desire – i.e. the desire is higher than its share of wallet would lead us to expect – such brands tend to grow more than others, and to be insulated against market effects e.g. people might be prepared to look somewhere else for that brand, if they can’t find it in the first place where they shop.

Comparison within the BVC database helps you understand whether your brand has as much desire as it should, relative to its size. Analysis can lead you to the best ways to maximise the growth potential, or minimise losses.

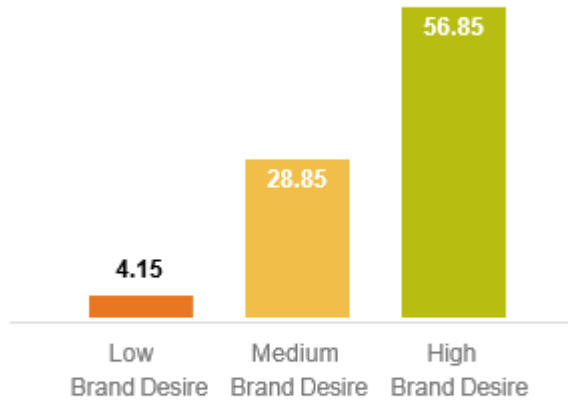
Of course, even when a brand is salient, and has formed a strong connection through performance and closeness, it isn’t going to be purchased every time.

Market effects can get in the way. These are the factors which make it easy for us to choose the brand we desire, or which might get in the way and push us to an alternative choice.

Again, our databases help us understand whether particular market effects are greater or smaller than we might expect for a brand of a particular size – and whether the barriers are what you think they are. For example, a knee-jerk reaction to falling sales volume might be a price cut or a sales promotion. However, if we look at our database as a whole, price, or lack of promotions, are not the most common barriers. You’re more likely to have a problem with accessibility or range – people can’t find your brand, or not in the format they want.

Successfully addressing a distribution, in-store visibility or range optimisation issue improves your chances of driving profitable growth – and this is true wherever you are in the world, not only in developing markets where distribution might be more of a practical challenge, but in more mature markets too. (See Table 1) e direct relationship we see between brand desire and market share. (See Figure 3)

**Relationship:  
Brand Desire and % Share of Wallet**



People with high desire for a brand give more of their spend in that category to that brand. This is particularly the case in service industries, which benefit the most from strong brand relationships

Level of Brand Desire	FMCG	Alcoholic Beverages	Retail	Financial	Automotive	Restaurant	Services
	Share of Wallet (%)						
Low	4	3	4	4	4	4	4
Medium	28	30	31	29	29	29	30
High	57	58	54	57	53	62	70

**Figure 3**

\*Source: BVC Database 2017

In conclusion – brand equity measurement through BVC is not just an academic exercise. When properly analysed, and acted upon, it will help you identify and pursue the best path to profitable growth – to be bought by more people, more often, more easily.

As an example – a confectionery brand in a developing market identified, via BVC, that it was losing market share because of price, range and distribution. It increased distribution of a smaller format at a lower price point – and sales grew by over 30%.

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## Ipsos Connect

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

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For more information, visit us online at: [www.ipsos.com/connect](http://www.ipsos.com/connect)

or contact our research team:

Darren Freeman, Research Director

02 2701-7278 ext.155 [darren.freeman@ipsos.com](mailto:darren.freeman@ipsos.com)