從行為科學角度來看繁忙世界裡的購買決策 章節 1/2

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如果你曾經讀過理察‧斯凱瑞（Richard Scarry）的《熱熱鬧鬧的世界（Busy, Busy World）》或《忙碌小鎮（Busy Town）》給孩子聽，可能會對那繽紛多采的插畫有印象。斯凱瑞的繪本畫出擬人的動物們在自己的社會和職業角色中，匆匆忙忙、認真生活的樣貌。這是現代生活貼切的隱喻，當時的作者可能不曾料到五十年後人們的生活會變得更加繁忙。《熱熱鬧鬧的世界》在 1965 年出版，現今我們全年無休地與工作綁在一起，比以往還要能接取得更大量的資訊和多樣的選擇，還不斷受到數位廣告的轟炸。

消費者就是必須在這樣的世界裡做出決定。雖然我們總希望盡可能地充分思考、審慎做決定，但面對大量的資訊、總是不夠用的時間，加上有限的心智容量（Mental Capacity），將所有可得到的資訊納入考量並不是件實際、可行的事。取而代之，我們憑藉著片面的資訊做決定（也就是簡單的經驗法則或捷思法（Heuristics）），這讓我們能迅速做出選擇，然後繼續下一個工作（以 Cialdini （2007）為例）。

我們所描述的迅速選擇對比謹慎選擇，呼應到丹尼爾‧康納曼（Daniel Kahneman）（2011）提出的「系統一（System 1）」和「系統二（System 2）」思考方式，但這篇文章中，我們會特別專注在更仰賴「系統一」般處理程序的品牌知覺（Brand Perception）與決策。我們的理論架構說明了當消費者沒有心智容量或動機去深思熟慮時，會如何對品牌做出選擇。這種情況通常發生在涉入度低的商品類別（例如快速消費品），或者更普遍發生在選擇錯誤也無關緊要的時候（例如對金錢或心理不會有什麼損失）。這個理論的重點很簡單：我們記憶的內容，以及這些記憶被喚起的容易度（顯著性），會做為影響我們做決定的思考捷徑。

資訊的顯著性（Salience of Information）

讓我們從顯著性的概念談起。我們擁有太多可觸及的資訊，但心智容量有限，不可能顧及出現在我們周遭的所有資訊並處理它們，而在所有可得的資訊中，只有部分會引起我們購買的興趣。顯著性的概念重要在於，突出的資訊會影響我們所做的決定。在開始以前，我們要先區分知覺顯著（Perceptual Salience，我們在週遭環境所看到的）和記憶顯著（Memory Salience），本文中我們只討論記憶顯著，專注在品牌能被從記憶中提取出的能力（也就是品牌顯著性），以及我們想起關於每個品牌的資訊（也就是品牌連結（Brand Association））。

品牌顯著性（Brand Salience）

與 Romaniuk & Sharp （2004）提出的想法相似，我們將品牌顯著性定義為「當消費者考慮購買產品時，一個品牌自動浮現在他心頭的可能性」。品牌顯著性對品牌選擇有關鍵影響力，如果

你的品牌沒有被想起或考慮，它就不太可能會被購買。當消費者思考要購買什麼的時候，通常會由一組出現在他們心中的品牌或替代品開始考慮。過去的研究顯示，顯著性與考慮組合（Consideration Set）中的品牌存在正相關（Nedungadi,1990）。

品牌顯著性的兩個層面對行銷來說有重要的意涵：（1）在任何時刻都浮現的品牌數量，以及（2）在該時刻浮現的特定品牌。前者讓行銷人知道競爭者的多寡，後者告知行銷人他們真正的競爭對手是誰。

顯著品牌的數量

記憶方面的研究顯示，在任何時刻，我們只能留存三到七件資訊在我們腦海中（Cowan, 2000），過去研究發現消費者考慮的特定品牌數量，與這些研究結果一致。Hauser & Wernerfelt （1990）發現一般人考慮的啤酒品牌平均是三個，汽水飲料品牌則是五個。這些研究結果支持了人們心智容量有限，只能同時專注在幾件事情上的想法。這對行銷來說有重要的意涵—即使市場上有非常多的選擇，我們在任一時刻只會考慮一小部分的選項。考慮組合的概念一直是益普索品牌權益（Brand Equity）解決方案的核心。在我們的品牌價值創造模型（Brand Value Creator，BVC）中，我們只蒐集並分析每個消費者考慮組合中的品牌的品牌權益指標（Hannay & Nicks, 2016）。

有限的考慮組合符合行為科學理論。在這個複雜的世界，消費者努力簡化自己的選擇環境（Wright, 1975）。果斷地做決策很重要，因此一組小的考慮組合是有幫助的。只專注在少數幾件重要的事情上，而不為了妨礙迅速決策的枝微末節而分神，會帶來演化生存優勢。（例如被獅子追捕的時候，你只需要知道獅子在哪、最近的樹在哪，迅速決定求生方法。）

哪些品牌較顯著？品牌連結扮演的角色

從研究中我們得知，當暴露在能觸發記憶的刺激物或線索之下時，我們會從記憶中提取出相關資訊。舉例來說，如果我們聽見一首好一陣子沒聽的歌曲，那首歌可能會觸發過去與它有關的記憶。同樣地，一陣香水的飄香也可能讓我們回想起過去的某個人。

周遭環境中的線索或心理／生理需求也能讓我們想起特定品牌。如果過去可樂娜這個品牌在與你溝通的過程中，重覆將海邊的場景與該品牌連結在一起，當你在海邊想喝瓶啤酒時，週遭的環境可能就會讓你想起可樂娜。刺激物或線索並不侷限在我們眼見或耳聞的事物，心理或生理的需求也能觸發人想起一個品牌。由於舒跑重覆將品牌與流汗和補充電解質聯結在一起，當你在豔陽之下大汗淋漓的時候，舒跑可能就會跳進你的腦海。上述的例子說明了，當我們與一個品牌之間的連結越多（例如海邊、流汗、補充電解質），考慮購買商品時，該品牌也越容易被我們想起。更精確來說，是正向連結的總數讓消費者增加對品牌的考慮。每個正向連結或組合都可能轉換為讓消費者考慮該品牌的動機，而負面的品牌連結則不太可能增加消費者的考慮意願。

除了行銷訊息以外，當然還有其它決定我們與品牌之間連結的因素。消費者常使用和購買的品牌更容易被他們想起，因為這些品牌不斷與他們的生活經驗連結在一起，換句話說，重複使用一個品牌，它就會讓人聯想到生活中的事物（例如一天中的某個時間、使用該品牌的環境、與消費者一起使用的人）。就像長久以來出現在消費者生活周遭的品牌，容易讓他們聯想到童年或雙親。通常較多的使用次數代表與該品牌有更多的經歷，這會進而增加消費者的品牌連結。

因為每一項連結都能誘發消費者對一個品牌的記憶或回想，該品牌對消費者而言也就會更顯著。

顯著的品牌連結與最終決策

儘管品牌顯著性很重要，它並不是唯一影響最終決策的因素。突出的品牌選項們進入到消費者的候選名單後，他們必須要從中挑選一個，此時消費者對考慮組合中每個品牌特殊的看法或連結，將會決定他們的最終選擇。

假設我正在思考該去哪裡快速解決午餐，兩間餐廳不假思索地跳進我腦海中：墨西哥燒烤快餐 Chipotle 和連鎖麵包店 Panera Bread。就 Chipotle 而言，我立刻想到他們墨西哥捲中包裹的新鮮食材，但同時也想到他們近來的食品安全問題。Panera Bread 則讓我想到健康的三明治。由於我注重健康，也對食安有所顧慮，最終我會選擇 Panera Bread。

突顯的特殊品牌連結能影響我們的思想，這個概念與康納曼「系統一」會被關聯記憶驅動的想法一致（Kahneman, 2011）。在 Morewedge & Kahneman（2010）的研究中，他們特別將「系統一」視為關聯記憶的自動操作。

我們將品牌顯著性與突出的品牌連結做出區隔，為消費者如何做決策提供一個更全面的樣貌，讓我們能夠預測最突出的品牌可能不會成為最終選擇的情況。也就是說，因為特定的品牌連結，顯著性較低的品牌也可能成為消費者最終的選擇。

總結來說，品牌連結具有雙重功用：它們讓品牌更容易被從記憶中被提取出來考慮，同時也能做為讓品牌成為最終選擇的原因。前文已經為我們的理論立下基礎，現在讓我們由研究發現來說明品牌顯著性和品牌連結的概念。

品牌顯著性的重要性

品牌顯著性和市場佔有率

我們給予品牌顯著性的操作型定義為：當以一個開放題詢問受訪者，他們考慮購買商品時會想到什麼品牌，回答某一品牌的受訪者百分比。我們透過觀察受訪者想起某一品牌的排序來令這個衡量方式更臻完善，讓品牌在每個人心中的顯著性能夠以連續性的方式衡量（也就是第一個、第二個、第三個想到）。自由回想加上回想的順序，已被證實能做為衡量記憶中連結強度的方法（Lynch & Srull, 1982; Fazio, Williams,& Powell, 2000）。

圖表 1a — 手機
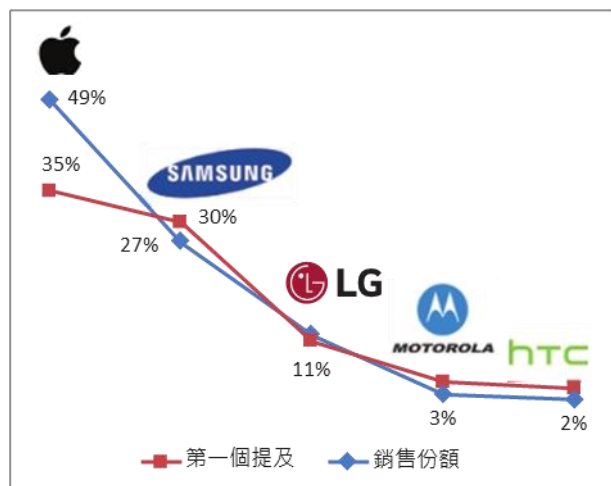
利用這樣的方式，我們能夠證明市場占有率與品牌顯著性高度相關。確切來說，第一個被想起的品牌通常擁有較高的市佔率（圖表 1）。其它條件不變，第一個跳進我們腦海的品牌可能會成為我們的最終選擇，決策者滿足於選擇第一個符合特定需求的選項，而非耗費更多時間和精力去尋找一個最理想的解決方案（Simon, 1956）。稍後我們會回到這個「其它條件不變」的假設。

什麼會帶來品牌顯著性

現在將我們的注意力轉向品牌連結與品牌顯著性之間的關連。我們先前假設回想的容易程度取決於正向連結的總數，為了檢驗這個假設，我們檢視消費者的品牌連結，以及這些連結如何關係到品牌顯著性。除了以開放題詢問當考慮購買產品時會想起什麼品牌，我們也以開放題詢問消費者，瞭解他們與每個回想起的品牌之間的連結。

圖表 1 b — 啤酒

圖表 1 c — 口腔護理（匿名範例）

我們利用開放題詢問受訪者，不讓他們從一份品牌特徵的表單中勾選，因為我們想要衡量那些對他們顯著的品牌連結，而不是他們對事先定義和標準化的品牌特徵的回答，開放式問題也較不容易因為給予提示或限制而產生有偏誤的答案。開放性的品牌連結問題用來衡量那些被納入考慮的品牌，以及消費者沒有主動想起的品牌，讓我們能夠綜觀整個品牌顯著性光譜中的品牌連結：從第一、第二個被考慮的品牌，到不被考慮的品牌。
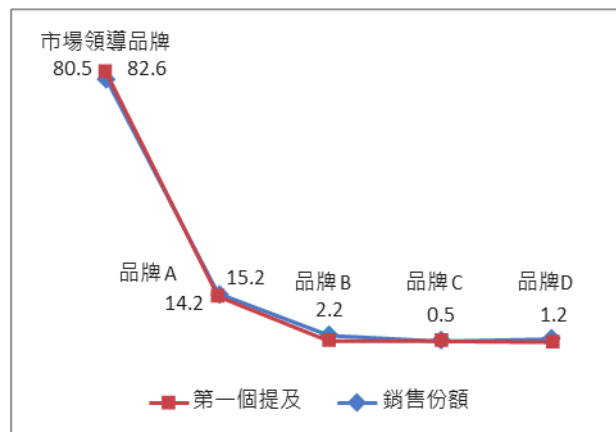
我們分析第二個開放題的文本，接著計算品牌連結的簡易衡量單位：被考慮和不被考慮的品牌，平均有多少正面及負面連結。我們將正面與負面連結分開檢視，因為比起正面訊息，負面訊息在心理上更扮演了一種截然不同的角色（以 Baumeister et al., 2001 為例）。

我們的假設得到了支持：品牌顯著性的提升與正面品牌連結的增加有關（圖表 2）。較高的品牌顯著性伴隨著較正面的連結。擁有較多正面連結的品牌，提供更多線索讓品牌被從記憶中提取，因此被考慮購買。反之亦然，當負面連結增加時，品牌顯著性也隨之降低。
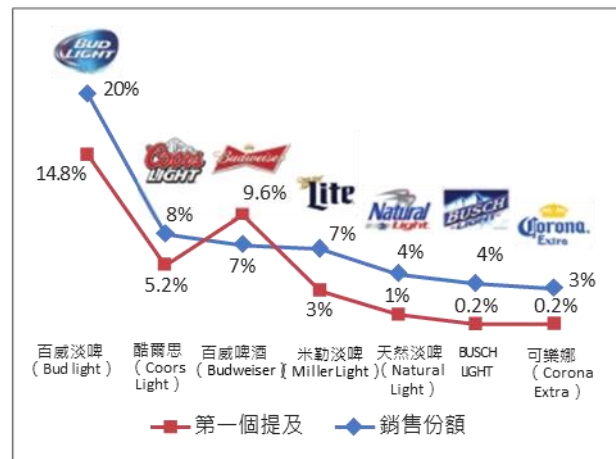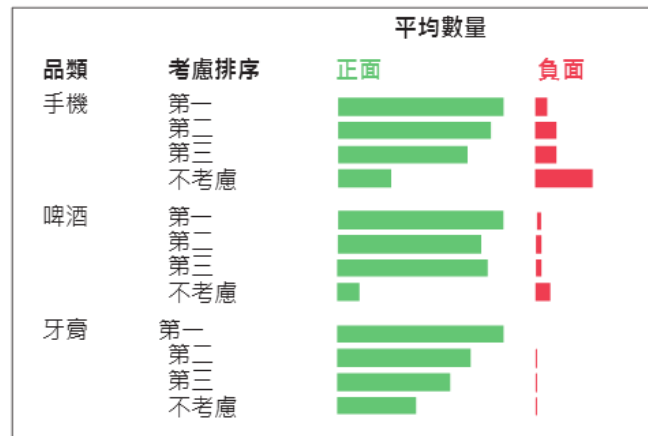
圖表 2 — 正面與負面連結平均數量

市佔率與品牌連結

我們的研究研果顯示，品牌連結關係到品牌顯著性（正面連結的平均數），而品牌顯著性關係到市佔率。有些人可能會進而推論品牌連結直接關係到市佔率，我們對此相當謹慎，因為品牌連結與市佔率之間可能存在許多中介變數。我們剛發現的一件事是，品牌顯著性與品牌連結之間的關係，取決於連結的正面或負面。另一件事是，想獲得市佔率，首要任務是擁有高品牌顯著性。一個擁有許多連結但品牌顯著性低的品牌，是無法獲得高市佔率的。2015 年一項關於兩個啤酒品牌百威淡啤（Bud Light）和比利時時代啤酒（Stella Artois）的研究說明了第二點（圖表 3）。

圖表 3 – 百威淡啤與時代啤酒

	認為該品牌顯著的消費者平均擁有的正面連結	認為該品牌顯著的消費者平均擁有的負面連結	品牌顯著性	市佔率（2015）
百威淡啤	2.01	0.14	10%	20%
時代啤酒	2.04	0.04	3%	0.5%

百威淡啤是市場領導品牌，時代啤酒的市佔率則少了許多。我們發現正面連結的平均數量並沒有辦法解釋市佔率，因為這兩者擁有的數量幾乎完全相同，而負面連結的數量也並沒有與市佔率出現一致的反應，反而兩個品牌的顯著性更與市佔率一致。簡單來說，比連結平均數更重要的，是考慮該品牌的人數百分比。

從另一個角度來看，那些覺得時代啤酒突出的消費者（3%）認為時代啤酒擁有的正面連結數量，與那些考慮市場領導品牌百威淡啤的消費者認為百威淡啤擁有正面連結的數量一樣多。然而因為時代啤酒的品牌顯著性比百威淡啤來得低（分別是 3%與 10%），時代啤酒的市佔率比百威淡啤低。這是典型的利基品牌—品牌連結數量多，但品牌顯著性低。儘管利基品牌的顯著品牌連結數量對於市佔率沒有明顯貢獻，在一個強大品牌的考慮者／使用者之中，它們仍然是該利基品牌可能被考慮購買的指標。

總結來說，我們說明了雖然看似品牌連結數量能預測品牌顯著性，品牌顯著性能預測市佔率，但連結數量和市佔率之間的關係其實更為複雜。

Ipsos Marketing 益普索行銷研究

Ipsos Marketing 是益普索集團旗下致力滿足客戶創新與品牌增長需求的事業體，根據不同的市場調查需求，我們再區分成：創新與預測、市場與品牌宣傳、醫療和質化研究等四大領域。我們的行銷研究專家專門協助企業夥伴把市場趨勢轉換成產品競爭優勢，並持續提供創新的市場研究模組，幫助夥伴更有效運用管理市場研究預算。我們也善用利用科技和研討會，結合不同的資料整合知識，幫助企業獲得即時的市場洞察。

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Purchase Decisions in a Busy, Busy World:

A behavioral science perspective—Part 1

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If you have ever read Richard Scarry's "Busy, Busy World" or "Busy town" to your kids, you may remember the colorful and delightful illustrations. Scarry's illustrations show human-like animal characters bustling about, preoccupied and engrossed in their social and occupational roles. It is an apt metaphor for modern life. Little did the author know that life would become even more hectic some fifty years later. Since the publication of "Busy, Busy World" in 1965, we are now tied to work 24/7, have access to more information and choices than ever before, and are constantly barraged by digital advertising.

It is within such a world that consumers must make decisions. As much as we would like our decisions to be thoughtful and fully considered, the large amount of information, lack of time and our limited mental capacity make it difficult to do so. To consider all the available information would not be practical or possible. Instead, we base our decisions on singular pieces of information (i.e., simple rules of thumb or heuristics), allowing us to quickly decide and move on to the next task (e.g., Cialdini, 2007).

While our description of rapid versus more effortful choice mirrors the System 1 and System 2 thinking proposed by Kahneman (2011), we focus specifically on brand perceptions and decisions that would rely more on System 1 like processes. Our framework explains how consumers make brand choices when they do not have the mental capacity and/or motivation to engage in more deliberate thinking. Such situations typically include low involvement categories (e.g., fast moving consumer goods) or more generally, situations where a wrong decision is inconsequential (e.g., monetarily or psychologically). The key idea of the framework is simple: *The content of our memories and the ease with which these memories come to mind (salience) serve as heuristics that influence the choices we make.*

Salience of Information

We begin with the concept of salience. With so much information available and limited mental capacity, we cannot possibly attend to and process all the information around us. Among all the information available, only some will catch our attention for purchases. The concept of salience is important as salient information influences the decisions we make. Before we begin, however, we distinguish between perceptual salience (what we see in our environment) and memory salience. We discuss only memory salience in our paper, focusing on the accessibility of brands from memory (i.e., brand salience) and the information we recall about each brand (i.e., brand associations).

Brand Salience

We define brand salience as the likelihood of a brand coming to mind spontaneously when a consumer is considering a purchase, similar with the idea proposed by Romaniuk & Sharp (2004). Brand salience is critical to brand choice. If your brand is not thought of or considered, it is unlikely to be purchased. When consumers think about what they would like to purchase, it generally begins with a set of brands or alternatives that come to mind for consideration. Prior work has shown that the link between salience and consideration set inclusion is positively correlated (Nedungadi,1990).

Two aspects of brand salience have important marketing implications: 1) The number of brands salient at any one moment and 2) the specific brands that become salient. The former informs marketers of the size of the competitive set and the latter informs marketers whom it is that they truly compete with.

Number of salient brands

Memory research has shown that we can hold only between three and seven pieces/chunks of information in our mind at any one time (Cowan, 2000). Prior work has shown that the typical number of brands considered is consistent with these findings. Indeed, Hauser and Wernerfelt (1990) found the average consideration size set for beers was three and the average consideration size set for soft drinks was five. These findings support the notion that people have limited mental capacity and pay attention to only a few things at any one moment. *The marketing implication is important—even with many choices available on the market, we consider only a very small fraction of those alternatives at any one moment.* The idea of a consideration set has always been central to Ipsos' brand equity solution. In our Brand Value Creator equity solution, we collect and analyze brand equity metrics only among brands that are in each consumer's consideration set (Hannay & Nicks, 2016).

A limited consideration set is consistent with behavioral science theories. Consumers strive to simplify their decision environment in a complex world (Wright, 1975). A small consideration set is advantageous to the extent that decisiveness in decision making is important. There is an evolutionary survival advantage in paying attention to a relatively small number of important things and not being distracted by unnecessary details that interfere with rapid decision making (e.g., where is that lion and where is the closest tree).

Which brands are salient? The role of brand associations.

We know from research that we recall information from memory when we are exposed to a stimulus or cue that acts as a memory "trigger." For example, if we hear a song we have not heard in a while, the song may trigger memories of a past event associated with the song. Similarly, the whiff of a perfume may remind us of a person from our past.

In a similar vein, cues in our environment or psychological/ physiological needs can trigger specific brands to come to mind. For example, if you are at the beach and want a beer, the beach surroundings may bring the Corona brand to mind given that you have experienced repeated pairings of the brand with that context in its communications. Stimulus/cues are not restricted to what we see or hear. A

psychological or physiological need can also trigger recall of a brand. For example, if you are perspiring in the sun, Gatorade may pop into your mind due to repeated pairings of the brand with perspiration and replenishment of electrolytes. The above examples illustrate that the greater the number of associations we have with a brand (e.g., beach, perspiration, electrolytes replenishment), the more likely a brand will come to mind for consideration. To be more precise, we should stipulate that it is the total number of positive associations that will increase consideration. Each positive association or combination can serve as a trigger for consideration. Negative brand associations are unlikely to increase consideration.

Of course, there are factors besides marketing messages that determine what we associate with a brand. Brands that people use and buy frequently are more likely to come to mind because of repeated pairings of the brand with life experiences. That is, repeated brand usage results in a brand being associated with things in a person's life (e.g., time of day, environment where the brand is used, people they use the brand with). As an example, consumers often associate brands that have been around a long time with their childhood or their parents. In general, more usage means more experiences with the brand, which in turn increases consumers' brand associations. Because each of these associations can spur memory or recall of a brand, they will be more salient to consumers.

Salient Brand Associations and Final Choice

Although brand salience is important, it is not the only factor that determines the final choice. Once salient options have entered consumers' consideration, they must select one. At this point, consumers' choices are determined by the salient beliefs or associations they have about each brand in their consideration set. To illustrate, consider a hypothetical case where I am deliberating where to have a quick lunch. Two restaurants come to mind without much prompting: Chipotle and Panera Bread. For Chipotle, I immediately think of the fresh ingredients in their burritos but also the recent food safety incidents. In the case of Panera Bread, I think of healthy sandwiches. In the end, due to my focus on health and concern with food safety, I would likely go with Panera Bread. The idea that salient brand associations can influence our thinking is consistent with Kahneman's belief that System 1 is driven by memory associations (Kahneman, 2011). In Morewedge and Kahneman (2010), the authors specifically identify System 1 with the automatic operations of associative memory.

We make a distinction between brand salience and salient brand associations as doing so provides a more complete picture of how consumers make decisions and allow us to predict situations where the most salient brand may not be the final choice. That is, due to specific brand associations, it is possible that brands with a lower salience will become the final choice. Consider national brands versus private labels. Due to national brands' greater marketing budget and presence, consumers are more familiar with them and, consequently, they have richer sets of associations for them. Therefore, we would expect national brands to be more salient than private label brands. However, other factors can influence the final choice. For example, one might weigh a private label's lower price more when making

a final choice even though a national brand may be more salient.

In sum, *brand associations serve a dual function: they facilitate the retrieval of a brand from memory for consideration but they also serve as the reasons for final choice.* Having laid the groundwork of our working model, we now illustrate the concepts of brand salience and brand associations from our research findings.

The Importance of Brand Salience

Brand Salience and Market Share

We operationalize brand salience as the percentage of respondents for whom a brand comes to mind when asked an open-ended question of what brands come to mind when considering a purchase. We refine this by capturing the order in which a brand comes to mind, allowing us to measure brand salience on a continuum for each person (i.e., first recalled, second recalled, third recalled). The use of free recall along with the order of recall has been validated as a measure of associative strength in memory (Lynch & Srull, 1982; Fazio, Williams,& Powell, 2000).

Using this measure, we show that market share is highly correlated with brand salience. Specifically, brands that were first to come to mind are more likely to have larger market shares (Figure 1). All else being equal, the first brand that pops into our minds is likely to be our final choice. That is, *decision makers satisfice, selecting the first option that meets a given need rather than spending more time and effort on finding an "optimal" solution (Simon, 1956).* We return to this "all else being equal" assumption later in the paper.

Figure 1a — Cell Phone

Figure 1b — Beer

What Drives Brand Salience
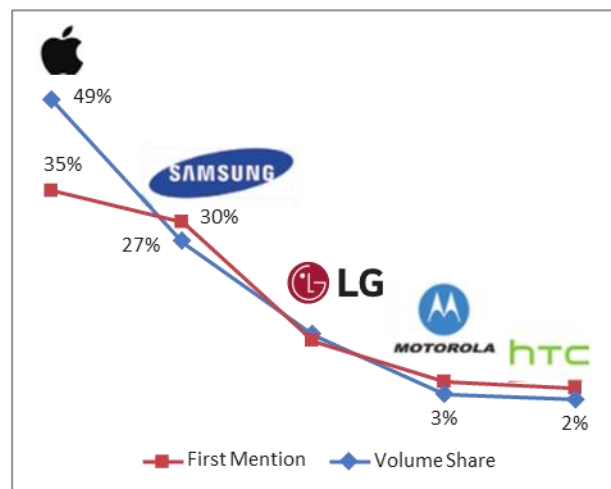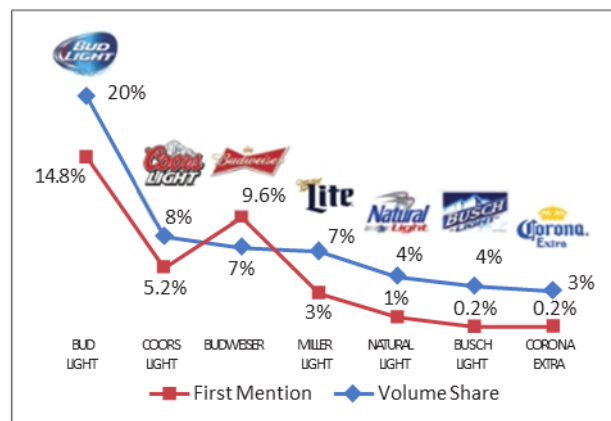
We now turn our attention to the link between brand associations and brand salience. We hypothesized previously that ease of recall depends on the total number of positive associations. To examine this, we looked at consumers' brand associations and how those associations relate to brand salience. In addition to asking an open-ended question on what brands come to mind when considering a purchase, we asked consumers open-ended questions to understand their associations for each brand that came to mind.

Figure 1c — Oral Care (masked example)
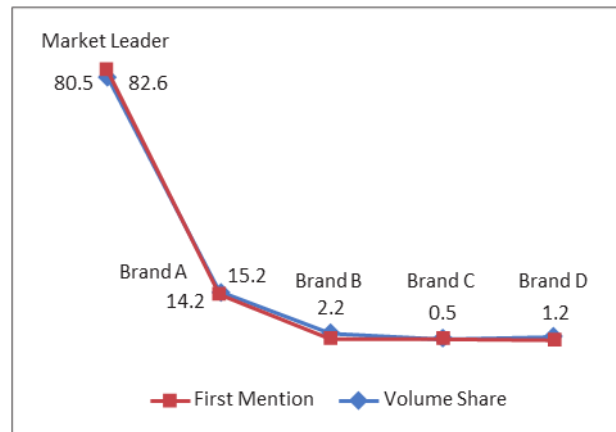
We utilized open-ended questions instead of asking respondents to check off a list of brand attributes as we wanted to assess brand associations salient to them, not their responses to a list of pre-defined and/or standardized brand attributes. Open-ended questions are also less likely to produce biased responses caused by priming/ framing. The open-ended brand association questions were asked for brands that came to mind for consideration and for those that consumers did not spontaneously consider. This allowed us to look at brand associations across the entire brand salience spectrum: from first and second brand considered to unconsidered brands.

We text-analyzed responses to this second open-ended question and then computed simple brand association measures: the average number of positive and negative associations for considered and unconsidered brands. We looked at positive associations separately from negative associations as negative information plays a very different psychological role than positive information (e.g., Baumeister et al., 2001).

Our hypothesis was supported: increased brand salience was correlated with increased positive brand associations (Figure 2). Greater brand salience was accompanied with more positive associations. Brands with a greater number of positive associations provide more cues for the brand to be retrieved from memory and hence, considered for purchase. The converse was true for negative associations. Negative associations increased as brand salience decreased.

Figure 2 — Average number of positive and negative associations
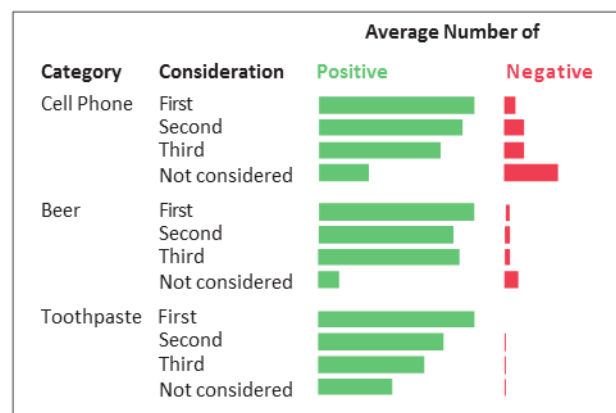
Market Share and Brand Associations

Our findings show that market share is linked to brand salience, and that brand salience is linked to brand associations (average number of positive associations). One may be tempted, in turn, to deduce that market share is directly linked to brand associations. We caution against this as there are many mediating factors between market share and brand associations. One we have just seen is that the relationship between brand salience and brand associations depends on the valence of the associations (i.e., positive or negative). A second is that to attain a high market share requires first and foremost, a high brand salience. A brand with many associations but with low brand salience cannot attain a large market share. To illustrate this second point, consider the findings from two beer brands in a 2015 study: Bud Light and Stella Artois (Figure 3).

Figure 3 – Bud Light and Stella Artois

	Average Positive Associations among consumers for which brand is salient	Average Negative Associations among consumers for which brand is salient	Brand Salience	Market Share (2015)
Bud Light	2.01	0.14	10%	20%
Stella Artois	2.04	0.04	3%	0.5%

Bud Light is the market share leader while Stella Artois has a much smaller market share. We see that the average number of positive associations does not explain market share as they are essentially identical across the two brands. The negative associations also do not align with market share. In contrast, brand salience is more aligned with the market shares of the two brands. In short, more important than the average number of associations is the percentage of people who are brand considerers.

Viewed another way, among those for whom Stella Artois is salient (the 3%), consumers who consider Stella Artois have as many positive associations of the brand as those who consider the market leader, Bud Light. However, because Stella Artois' brand salience is much smaller than Bud Light's (3% vs. 10%, respectively), Stella Artois' share is lower than Bud Light'. This is typical of niche brands—high number of associations but low brand salience. All that said, the number of salient brand associations for niche brands while not contributing significantly to market share is still an indicator of a strong brand in that among its considerers/users, the niche brand is likely to come to mind for purchase consideration.

In sum, we have shown that while market share appears to be predicted by brand salience, and brand salience is predicted by the number of associations, the relationship between market share and number of associations is a more complex one.

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