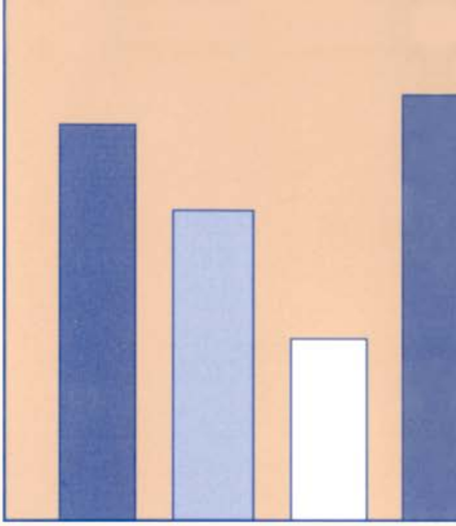
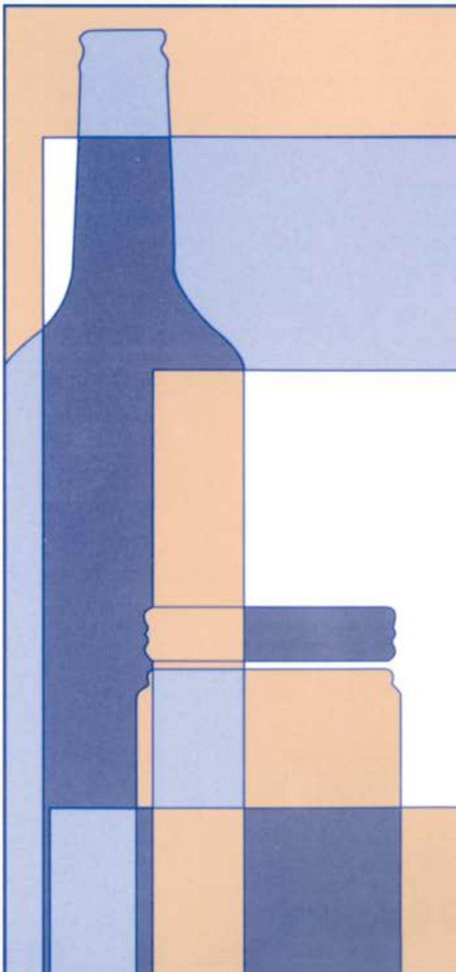


BRAND EQUITY & ADVERTISING

Advertising's Role in Building Strong Brands



edited by
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BRAND EQUITY & ADVERTISING
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ADVERTISING AND CONSUMER PSYCHOLOGY

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BRAND EQUITY & ADVERTISING

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Preface

This book consists of a set of papers delivered at a conference on advertising and building strong brands that was held in May 1991—the 10th annual advertising and consumer psychology conference. Our concept is based on the idea that much can be gained by combining advertising and marketing professionals with academic researchers in advertising, marketing, and consumer behavior. Professionals can gain an insight into the new theories, measurement tools, and empirical findings that are emerging. Academics can benefit from the insights and experience that professionals describe and the research questions that they pose.

When we were asked to co-chair the 10th conference, we selected the area of branding because of the intense interest in it both in academia and in the "real world" and because of our own continuing fascination with brands as strategic assets. We then strongly encouraged people who we knew had exciting ideas or research efforts to participate. The result is an extremely strong set of authors and papers. The lead piece where the Landor study of brands is described in detail for the first time will be worth the price of the book for many, but it is but one of 22 selections.

There are many who deserve thanks. The Consumer Psychology Division of the American Psychological Association and its president Tim Brock are the prime force behind the annual conference. The other conference sponsors, the Marketing Science Institute and the Haas School of Business, provided support when it was needed. Valerie York, who was the administrative chair-person of the conference, is an incredible talent and was the reason the conference ran smoothly. She deserves our admiration and appreciation. Finally, the enthusiasm and competent support of Lawrence Erlbaum Associates were welcome, indeed.

David A. Aaker
Alexander L. Biel

Chapter 1

Brand Equity and Advertising: An Overview

David A. Aaker
University of California at Berkeley

Alexander L. Biel
Alexander L. Biel & Associates, California

Brand equity, a concept born in the 1980s, has aroused intense interest among marketing managers and business strategists from a wide variety of industries. The Marketing Science Institute, a consortium of over 50 leading firms, considers brand equity one of its top research priorities. For this reason, substantial research effort has been channeled into defining, measuring, and understanding the antecedents and consequences of building strong brands. This book is one result of that effort. The topic is prominent because of (a) the financial community's interest in placing a value on brands, and (b) reaction against the frequency of short-term price competition that dominates many industries.

The financial community has placed extraordinary prices on the value of established brands, treating them as intangible assets with the potential to grow in value rather than depreciate. As a result, interest in a company's portfolio of brands has been elevated from the marketing department or product group to the executive floor and boardroom.

Philip Morris purchased Kraft for more than six times its book value. In his 1989 keynote address to the Advertising Research Foundation, Hamish Maxwell, the man behind the acquisition, emphasized that he was buying strong brands. Philip Morris sought brands that (a) had a loyal consumer franchise, (b) could convert the pull of that consumer franchise into leverage with the grocery trade, (c) could be extended, and (d) most importantly, could guarantee the successful diversification of Philip Morris outside the tobacco business.

In some ways, Nestle's recent acquisition of Perrier for $2.5 billion represents the quintessential tribute to brand equity. As a sparkling mineral water, Perrier is as undifferentiated from its competitors as a product can be. Yet, as the long-established, category-defining brand, Perrier brings something quite valuable to Nestle.

A second impetus for interest in branding is the debilitating price competition that has occurred in industry after industry, from TV sets, to airlines, to automobiles, to coffee, to frozen food. The percentage of advertising/promotion mix that is diverted to brand-building advertising shrank from 90% in the 1950s to 25% in the early 1990s. The balance is spent on trade (nearly 50%) and consumer promotions. This has resulted in a tendency to compete on prices, an accompanying reduction in loyalty, and often a focus on costs while sacrificing product improvement and quality standards.

What is the route away from a reliance on prices as the primary competitive arena? Many believe the answer is brand equity—building brands that are strong enough to resist the pressure to compete largely on price. The emphasis would then turn from the short-term pay-offs of price promotion to longer term strategy.

We must first determine exactly what the concept of brand equity means. A consumer perceives a brand's equity as the value added to the functional product or service by associating it with the brand name. A company may view it as the future discounted value of the profit stream that can be attributed to the price premium or enhanced loyalty generated by the brand name. From a managerial perspective, it is a set of assets—including brand awareness, brand loyalty, perceived quality, and brand associations—that are attached to a brand name or symbol (Aaker, 1991). This book expands on these views and suggests others.

There is a broad consensus that advertising is a major contributor to brand equity, and many of the papers in this volume explore that contribution. Other papers explore issues related to the broader questions of how brand equity should be created and managed:

- How can/should the asset value of a brand name be measured?
- On what is brand equity based?
- How can it be developed and enhanced?
- How can brand equity be exploited through brand extensions?

The book contains six sections, plus this introduction and a concluding commentary by Bill Wells. In the first section, three chapters present a global view of branding. The second section discusses brand personality. The third section deals explicitly with the role of advertising in creating brand equity. The fourth provides three different perspectives on brand equity. The fifth delves into brand extensions, and the sixth includes several case studies.

A GLOBAL VIEW ON BUILDING BRANDS

There is, with good reason, intense interest in branding issues as firms grapple with developing and implementing global branding strategies. In this context, the three chapters that open the book provide timely insight into the area, each from a very different perspective.

The lead chapter in this section, by Owen at Landor, is "The Landor ImagePower Survey—A Global Assessment of Brand Strength," which includes perceptions of hundreds of brands in Europe, Japan, and the United States, determined along esteem and awareness dimensions. In our view, this survey is a useful empirical effort to study brand power. The survey methodology and results have never been published in as great detail as they are here.

The ImagePower survey provides a specific operational view of what brand strength is and how it should be measured so that brands can be compared. It identifies how brands perform along these measures, a first step toward learning how strong brands become strong and why weak brands are weak. Of special interest is the existence of side-by-side data in Europe, Japan, and the United States. Thus, we can observe which types of brands are strong in each market (e.g., car brands tend to be stronger in Europe). We also explore how foreign brands fare in each market.

The next piece, by Jeri Moore of DDB Needham, "Building Brands Across Markets: Cultural Differences in Brand Relationships Within the European Community," describes a survey of brand strength for 93 brands in 13 product categories across five countries, conducted by DDB Needham. The awareness dimension is similar to the Landor measure, but esteem is replaced by *brand affinity* ("brand I like," "suits me," "brand I trust") and brand perceptions ("leading brand," "worth the price," "excellent quality").

Moore also explores cultural factors that may contribute to the ease with which a brand can build its equity within a particular market. These factors, combined with graphic examples of how actual brand equities vary, by dimension, across markets, suggest the dangers of using a common marketing strategy across markets within the European Community.

The next selection, by Tanaka of Dentsu, "Branding in Japan," is a rare paper by a leading Japanese researcher that discusses why advertising in Japan is so different. Tanaka describes the extent to which Japanese advertising relies upon mood advertising and proposes reasons for this. His arguments provide true insight into the Japanese culture and advertising environment. He discusses the role of new product velocity and its impact on the corporate brand in Japan. Tanaka reviews nine empirical studies sourced in Japan, basing his theories on sound evidence.

BRAND PERSONALITY AND BRAND EQUITY

A number of chapters in this book explore brand personality in the context of equity. Brand equity is a newcomer to the lexicon of marketing, whereas brand personality has been around for some 40 years. Martineau, writing in the early 1950s, was an early champion of the concept. The chapters in this section take a new look at brand personality, brand image, and their relationship to brand equity.

In chapter 5, "Converting Image to Equity," Biel presents an overview of the brand image concept. Noting the easily confused terminology for brand image and brand equity, he argues that brand equity is driven by consumer choice. Choice, in turn, is driven by brand image. Biel notes that functional differences between brands are becoming ever more trivial. As a consequence, he suggests that the "soft" concepts of brand personality and brand relationships (see Blackston, chapter 8) are likely to be far "harder" and more effective in creating brand equity than most marketers realize.

In "The Brand Personality Component of Brand Goodwill: Some Antecedents and Consequences," Batra, Lehmann, and Singh explore the impact of brand personality on the extendibility of a brand. They present the results of a pilot study and speculate about some of the ways in which advertising contributes to brand personality.

Smothers notes that a brand, like a person, can have a personality. This well-known concept leads to a similar analogy to explain the extraordinary loyalty enjoyed by a few brands. Are certain commanding, almost magnetically appealing brands—like certain people—charismatic? If so, what implications can we draw about how these brands attained their enviable position? In his chapter, "Can Products and Brands Have Charisma?" Smothers draws on the sociological literature to develop the implications of this unique concept.

Blackston, on the other hand, is concerned that brand personality alone does not adequately explain the interaction of people with brands. For example, he notes that those who like a brand and those who do not often describe a brand's personality in much the same terms. This led him to develop the concept of *brand relationships*, which he explores in "Beyond Brand Personality: Building Brand Relationships." Specifically, Blackston advocates a very different perspective on brand relationships, going beyond asking consumers to describe the personality of brands to determining what they believe that brands (as people) think of them. Blackston, who won the coveted British Market Research Society prize for a paper discussing this subject, argues that this concept helps to explain brand equity.

Whereas Smothers looks at brands through the lense of sociology, McCracken approaches brand equity from the anthropological viewpoint. His thesis is elegantly simple: Brands have value because they add value. In "The Value of the Brand: An Anthropological Perspective," the author focuses on the cultural meanings of brands: How do they get there and why are they important to consumers? A particularly interesting construct in McCracken's paper is the process he calls *meaning transfer*.

McCracken suggests that cultural meanings are constantly drawn from the general culture, transferred to brands and product categories by advertising, and then transferred from brands to consumers. Strong brands, he notes, are rich "storehouses of the meanings" that consumers use to define their actual and aspiration selves.

THE ROLE OF ADVERTISING IN CREATING BRAND EQUITY

Advertising, along with personal experience, is an undeniable force majeure in creating brand equity. But how, exactly, does advertising impact equity? What is the mechanism involved? Biel notes that advertising drives brand equity by creating or enhancing brand image. The chapters in this section represent the latest, best thinking on how advertising contributes to equity.

In Aaker's *Managing Brand Equity* (1991), one of the four dimensions of equity is perceived quality. Work by The Ogilvy Center using the Profit Impact of Market Strategy (PIMS) data base suggests that advertising affects profits by amplifying a brand's relative perceived quality. In turn, perhaps the most robust of all PIMS findings is the clear relationship between quality and ROI.

Kirmani and Zeithaml, in "Advertising, Perceived Quality, and Brand Image," develop a model of perceived quality while exploring the relationship between intrinsic and extrinsic cues, and how they relate to perceived value. Of particular interest is their conceptualization of perceived value as the contrast of what is received compared to the cost in both monetary and nonmonetary terms.

The conventional U.S.-originated conceptualization of advertising is expressed in terms of its effect on consumers. But Lannon, one of the most prolific writers on this topic in the United Kingdom, turns this idea upside down. "What do consumers do with advertising?" she asks. In her contribution to this volume, "Asking the Right Questions," Lannon shows that these two essentially different models produce very different kinds of advertising.

Lannon argues that advertising styles depend not only on the intuitive choice of models, but also on the evolution of advertising style. Utilizing a semiological approach, Lannon describes the evolution of advertising styles in developed markets from what she calls "the manufacturer speaks" to "the brand creates its own language code."

In "Expansion Advertising and Brand Equity," Wansink and Ray examine advertising's ability to increase the frequency of usage for an established brand. However, encouraging frequency of use is not without its risks. For example, advertising encouraging people to eat Campbell's soup at breakfast, an inappropriate time, could evoke negative overall attitudes toward the brand. Experimental data on two alternative approaches to extending use contexts is reported, one using a situation-specific frame, the other a product-specific frame. Each has a place, the authors argue, but the conditions favoring each vary.

Edell and Moore, in their chapter on "Impact and Memorability of Ad-Induced Feelings: Implications for Brand Equity," demonstrate that the feelings induced by advertising exposure are stored in memory as part of the ad trace. In addition, the authors show that ad-induced feelings and brand claims are equally well recalled. Importantly, the ability to retrieve these feelings can be facilitated with a number of different retrieval cues.

Krishnan and Chakravarti, in "Varieties of Brand Memory Induced by Advertising: Determinants, Measures, and Relationships," are interested in how memory is created. In particular, they focus upon implicit memory, where the consumer is unaware of the role of advertising in affecting memory even though it has an impact. After reviewing several theoretical bases for the phenomenon, they discuss how it might be measured using indirect tests.

PERSPECTIVES ON BRAND EQUITY

This section contains three very different perspectives on brand equity that provide new insight into the construct.

Efforts to measure brand equity are often based on survey data in which consumers were asked to appraise brand names. In the first selection of this section, McQueen, Foley, and Deighton, a practitioner/academic research team, take a very different approach.

Their chapter, "Decomposing a Brand's Customer Franchise into Buyer Types," is based on behavioral rather than survey evidence. As their title suggests, they categorize people into five unique buyer types on the basis of brand purchase behavior over time. For example, one group buys only one brand consistently; another chases deals. The authors argue that identifying and understanding these buyer types can help the marketing manager develop strategies. They also suggest that segmenting by purchase pattern will result in very different calculations of lifetime value of customers and will provide leverage in allocating marketing assets.

In their wide-ranging chapter titled "Cognitive Strength of Established Brands: Memory, Attitudinal, and Structural Approaches," Haugtvedt and his co-authors Leavitt and Schneier suggest that managers are not well served by their overreliance on primitive measures of brand strength. They review a variety of supplementary measures to help explain strong brands. The authors suggest that not all strong brands are alike. Some have a simplex structure; others have a structure they characterize as multiplex.

Haugtvedt, Leavitt, and Schneier point out that a simplex structure may be easier to achieve, but ultimately more vulnerable to competitive attack or, even worse, gradual changes in how the product category is used. A strong brand with a multiplex structure, however, although harder to build initially, is less likely to be susceptible to competitive attack.

Understanding and managing brand associations are at the heart of brand equity. Farquhar and Herr note that it can be important to consider the direction of the associative links. The ability of a brand to suggest an association (such as a product class, user, or attribute) may be very different from the ability of an association to stimulate a person to think of a brand. The authors discuss ways to measure the strength of these links and show how the concept of a directional link can be useful for building brand strength and determining how to extend a brand.

PERSPECTIVES ON BRAND EXTENSIONS

Because new brands are expensive to create and cannot guarantee success, brand extension has become the strategy of choice with increasing frequency. It is no surprise, therefore, that a number of contributions to this volume focus on extending currently successful brands.

In the chapter by Nakamoto, MacInnnis, and Jung, "Advertising Claims and Evidence as Bases for Brand Equity and Consumer Evaluation of Brand Extensions," the authors speculate, based on an experiment, that when the strength of the original brand is based on the specific attributes of the brand, any transfer of equity to a new product is likely to be successful but limited to products in adjacent fields that share common attributes. However, the authors also find that when the parent brand's equity is based on a general or an overarching characteristic such as quality, it is easier to extend the brand to a wide range of disparate categories.

In "Brands As Categories," Boush raises the novel idea of considering brands as categories. Although he proposes this new paradigm to supplement rather than replace the more conventional notion of product category, Boush makes an intriguing argument for the value of a paradigm shift. His chapter shows an interesting relationship to Tauber's idea of leverage, which follows.

Although others have argued that advertising is often the most important contributor to brand image, it is interesting to note that one of the world's strongest brands, as shown by Owen (chapter 2), is Sony. Yet Sony has historically been a low spender in advertising. One possible explanation for this exception may have to do with Sony's new product strategy: By expanding into closely adjacent fields, the brand's new products have clearly leveraged Sony's expanding concentric circles of expertise.

This observation is particularly interesting in light of Tauber's discussion in his piece entitled "Fit and Leverage in Brand Extensions." Tauber argues that leverage is a greater consideration than fit in building successful extensions and implies that a brand with broad fit potential is likely to have little to offer in the way of leverage. He suggests that a brand that fits many categories well is usually deficient because it brings little or no leverage to the party. He argues that too often marketers chase fit at the expense of leverage. Noting that they are somewhat inversely correlated, he suggests that marketers and researchers would be well advised to work at understanding the meaning of the established brand and then to seek situations where a unique image offers leveragable potential.

CASE STUDIES

Two chapters provide case studies that illustrate the actual brand strategies and their result. Winters provides another of his series of in-depth case studies of brand advertising in his chapter "The Role of Corporate Advertising in Building a Brand." In this case, he details how Chevron built a corporate name in Texas, to be used as a platform for a brand launch. The story is complete with campaign selection and postcampaign tracking.

Aaker, in "Are Brand Equity Investments Really Worthwhile?" discusses the short-term pressures that inhibit investments in brands. He describes a series of four case studies to illustrate how brand management decisions can dramatically affect the fortunes of a brand and can actually result in large changes in shareholder wealth. The cases involve the Datsun-to-Nissan name change, the lack of customer support at WordStar, the vision of Weight Watchers, and the fall of Schlitz beer caused by a change in ingredients and process.

A COMMENTARY FROM BILL WELLS

It is always a treat to have Bill Wells (long-time DDB Needham advertising strategist, now a University of Minnesota professor) provide his insight. We are pleased to have his commentary provide the capstone to the book. He observes that, like the blind men interpreting an elephant by feeling different parts, marketers too often generalize from an atypical segment. He suggests that the thoughtful use of the right taxonomy will reduce the problem. Seven such taxonomies are proposed and discussed. For example, potential customers and brand-loyal customers can be very different from the total population; salience and trust are very different characteristics of personalities used in advertising. In this final chapter, Wells refers to many other chapters in the book, positioning them in a larger context and adding insight to their message.

REFERENCE

Aaker, D. A. (1991). *Managing brand equity.* New York: The Free Press.

Part I

A Global View on Building Brands

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Chapter 2

The Landor ImagePower Survey®: A Global Assessment of Brand Strength

Stewart Owen
Vice Chairman, Landor Associates

Discussions of brands and branding have become increasingly common in recent years. The subject weighs heavily on the minds of managers and executives in corporations, agencies, and consulting firms around the world. A subject that was traditionally the province of brand managers in a few major packaged goods firms has become of central concern to everyone in the business community.

Not surprisingly, an avalanche of speeches, books, seminars, corporate task forces, articles, and conferences has focused on the dos and don'ts of effective branding. Interest in the topic is intense, but much of the information fueling the discussion has been anecdotal, and the heros of one season's books quickly become the goats of the next.

Given this, we develop a true branding database. Our objectives for the database are clear: We want to evaluate the strength of brands around the world, across categories, and over time. Our objective is to answer such questions as: "Which are the strongest brands in this category?" or "in that market?"; and "Which brands are gaining in strength?" "Losing strength?" The Landor ImagePower Study® was conducted in 1988 and 1990 as the first step to developing just such a database.

WHY WE CONDUCTED THE STUDY

Our objectives necessitated a novel methodological approach. Normally, companies, products, and services are all evaluated within very narrow parameters. A given company is tested within the context of its direct competitors and among its target customers. The questions asked about the company generally focus very specifically on the attributes and features which are considered important to success in that particular category.

Obviously, these kinds of research studies are important and critical for companies to conduct. However, they would not have provided the kind of information we wanted. Interestingly enough, they do not always provide all of the information that is important to the management of many of our clients. What has changed?

New Threats

Traditionally, each product category and each geographic market in the world operated as a self-contained universe. Detergent marketers worried about and competed with other detergent brands; German companies competed primarily with other German companies or, at most, other Europeans. Increasingly, however, companies have found themselves under attack from brands and companies which began in other markets around the world or in product categories other than their own.

Manufacturing Efficiencies

The need to maximize economic and marketing efficiencies has begun to push many companies toward a more global competitive stance.

Brand Extension

The ever-increasing expense of brand creation, coupled with the rising failure rate of new product introductions, has caused companies to try to maximize the value of their existing brands through line extensions, good-better-best systems, brand/subbrand relationships, and so on.

Merger, Acquisitions, and Joint Ventures

The merger and acquisition fever of the 1980s spurred many companies toward the need to better understand the value of their current brand properties, as well as the value of existing merger/acquisition candidates. The increasing occurrence of joint ventures has also resulted in linking brand names that traditionally would never have been linked.

Ineffectiveness of Traditional Media

The increasing communications clutter and fragmentation of media channels have resulted in a consequent degradation of communications effectiveness. This loss in effectiveness means that, more and more, all brands are now competing against all other brands for share of mind among consumers.

Lack of True Product Differentiation

The difficulty of achieving and then maintaining real technological/product advantage means that even companies outside of the traditional packaged goods arena have begun to look to other means of product differentiation.

Need For Consumer Pull

In the past, many companies have not felt a need for consumer pull, perhaps because they marketed only within narrow business-to-business channels, sold on price, OEMd to others, or manufactured and developed products which existed only as an element in someone else's finished goods. In recent years, many of these companies have begun to feel the need to move "up the food chain" and have realized the corresponding need for consumer pull. Even those companies with no intention of selling to the general public have begun to realize the value of having a positive image among the community at large.

Changing Spending Mix

Pressures on advertising budgets and the increasing role of trade and consumer promotions have weakened many traditional brand loyalties. Companies caught in this high-pressure double bind have begun to look for new, nontraditional means of building brand image.

All of these pressures and changes in the marketplace have created an interest in a broader evaluation of brands than that offered by traditional research studies.

The Landor ImagePower Survey® was conducted in 1990 to measure the strength of more than 6,000 consumer and corporate brands in 14 countries around the world. Its comprehensive coverage of industries and markets and the resulting ImagePower® rankings provide a broad perspective on branding and the importance of managing brand equity consistently over time.

HOW WE MEASURED BRAND STRENGTH

The elements that make up brand strength are complex and multifaceted. They are dependent on the category in which the brand operates, the culture and attitudes of the target audience, the competitive mix, and the positioning and functional attributes of the product and brand itself. Obviously, no general study can measure all of the elements that make up a brand's profile.

Given this, we made a conscious decision to develop the simplest and most elegant brand model possible. Like all general models, its simplicity means that some of the details seen in a more narrowly focused study are absent; in exchange, we offer many new and additional insights, made possible only with the juxtaposition of so many brands and markets.

The simple assumption behind the ImagePower Survey® is that in order to be powerful, a brand needs to be both well known and well regarded; that is, people must be familiar with the brand and must also feel good about it. Although both of these dimensions are undoubtedly the result of a myriad of individual factors, familiarity and esteem can best be seen as the ultimate result of effective management of a product's many individual product, service, and communications elements. The ImagePower® measure gives equal weight to both brand familiarity, measured by our Share of Mind (SOM) dimension, and positive brand regard, measured by our Esteem dimension. The total ImagePower® rank is then calculated by taking a simple average of a brand's Share of Mind and Esteem scores.

HOW THE SURVEY WAS CONDUCTED

To insure consistency of the data from market to market, we used an identical, self-administered questionnaire format in each of the 14 countries included in the research. The countries were chosen so that the world's largest "branded" markets could be represented. We focused on three primary regions: (a) The United States, (b) Japan, and (c) eight western European countries (Belgium, France, West Germany, Italy, the Netherlands, Spain, Sweden, and the United Kingdom) representing the European region.

In addition to these ten countries, we also conducted a limited version of the survey in some secondary markets, represented by Poland, Hungary, the USSR, and Hong Kong. Because these markets are not yet on a par with the markets represented by the three primary regions, their results are not included in the global rankings shown later in this chapter.

Because brands representing over 70 product categories were included in the survey, from high-end luxury products to mass-market discount retailers, a similarly broad sample of respondents was needed to accurately assess the power of each brand. We recruited a demographically representative sample of adults ages 18 to 65 across each of the 14 counties in which the survey was conducted.

The sample sizes varied from country to country according to the size of each country's brand list, yet each sample was large enough to allow the rankings to be divided by basic demographic breaks (sex, age, income, etc.). All fieldwork was conducted from February through August, 1990. Total sample structure is shown in Table 2.1.

Regardless of market, each respondent rated a total of 800 brands. A series of questionnaire rotations were used to increase the effective number of brands rated, so that in the United States, for example, a total of 2,000 brands were rated using this method. In some markets, the total number of brands rated was 800 or less, necessitating no rotation.

TABLE 2.1
Total Survey Sample Structure

	North America	*Europe*	*Asia*
Belgium	—	500	—
France	—	500	—
Hong Kong	—	—	200
Hungary	—	200	—
Italy	—	500	—
Japan	—	—	1,000
Netherlands	—	500	—
Poland	—	200	—
Soviet Union	—	200	—
Spain	—	500	—
Sweden	—	500	—
West Germany	—	500	—
United Kingdom	—	500	—
United States	5,000	—	—
	5,000	4,600	1,200

Each respondent rated brands along the two test measures—Share of Mind and Esteem. The ratings were conducted using five-point scales and a multistep question process. These ratings were then used to generate a composite score for each brand on Share of Mind and Esteem; the two scores were then averaged to create the ImagePower® Score. These three scores were then ranked independently to create the rankings used for all of the brand analysis.

Total number of brands evaluated in each market were as shown in Table 2.2.

TABLE 2.2
Total Number of Brands Evaluated

	Number of Brands
Belgium	800
France	1,421
Hong Kong	400
Hungary	400
Italy	1,024
Japan	800
Netherlands	800
Poland	400
Soviet Union	400
Spain	935
Sweden	798
West Germany	1,127
United Kingdom	1,600
United States	2,000

FACTORS INFLUENCING BRAND STRENGTH

Table 2.3 shows the ImagePower®, Share of Mind, and Esteem rankings for the top 25 brands in the United States, Europe, Japan, and the world.

The brand names you might have expected to do well in a survey of this kind, generally did well. However, the rankings often resulted in real surprises, with a few seemingly humble brands coming in high on the lists and a corresponding range of major marketers with relatively weak performances.

Upon closer examination, there were several key factors shared by the high-ranking brands, regardless of their having a luxury or mass-market positioning. Many strong brands did not share every one of the factors listed, but they serve to characterize and differentiate the stronger name from the weaker ones.

None of these factors, taken in isolation, can be considered a new finding, but careful attention to maintaining these brand characteristics, as a group, is crucial to a brand's continuing success. Specifically, we consider the following factors to have the most influence on the ImagePower® of a brand:

Longevity. Being around for a long time helps. Being the first to enter a category is even better. Many of the brands occupying positions in the top 100 in a given market have been there for 25 to 50 years, or even longer. Brand equity, just like financial equity, is built up over time. Brands that have maintained a consistent presence over the years are better able to utilize the familiarity and understanding a customer has with their products to build momentum and power. Brands such as Coca-Cola, Levi's, GE, Betty Crocker, and so on have such a long history that the brands have become a part of American culture as well as commercial symbols. Given the incredible cost of media today, building a new brand is a difficult and problematic process. The lesson is clear: Brand strength is a long-term investment. First, build and protect the strong brands you already have.

Product Category. Some product categories are simply more involving than others. They tend to create higher awareness of the offerings and often higher esteem. Thus, a brand's product or service category can be a great help or hindrance in its overall ImagePower® rating and is particularly important in determining the relationship between its Share of Mind and Esteem rankings. Brands in categories such as entertainment, food, soft drinks, and automobiles all tend, as a group, to be ranked highly. As a result, examining an individual brand's performance should always include a consideration for whether the brand over or underperforms its category.

Quality. Although this factor may seem obvious, this study reminds us that quality and reliability are at the base of every brand's credibility with the public. Whatever else a company or product stands for, it must first "do what

TABLE 2.3

Top 25 Brands in the United States, Europe, Japan, and Worldwide

	United States			*Europe*			*Japan*			*World*		
		Rank			*Rank*			*Rank*			*Rank*	
	Brand	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*
1	Coca-Cola	1	5	Coca-Cola	1	10	Sony	1	4	Coca-Cola	1	6
2	Campbell's	6	1	Sony	3	1	National	4	9	Sony	4	1
3	Disney	10	2	Mercedes-Benz	8	3	Mercedes-Benz	50	2	Mercedes-Benz	12	2
4	Pepsi-Cola	4	11	BMW	11	2	Toyota	9	18	Kodak	5	9
5	Kodak	8	4	Philips	2	6	Takashimaya	5	25	Disney	8	5
6	NBC	3	16	Volkswagen	4	7	Rolls Royce	100	1	Nestlé	7	14
7	Black & Decker	15	3	Adidas	6	9	Seiko	21	14	Toyota	6	23
8	Kellogg's	9	7	Kodak	7	8	Matsushita	18	20	McDonald's	2	85
9	McDonald's	2	84	Nivea	5	14	Hitachi	6	44	IBM	20	4
10	Hershey's	22	6	Porsche	18	4	Suntory	8	42	Pepsi-Cola	3	92
11	Levi's	18	10	Volvo	16	12	Porsche	118	3	Rolls Royce	23	3
12	GE	14	14	Colgate	9	24	Kirin	17	32	Honda	9	22
13	Sears	5	79	Rolls Royce	28	5	Hotel New Otani	78	8	Panasonic	17	10
14	Hallmark	32	9	Levi's	21	13	Fuji TV	7	81	Levi's	16	8
15	Johnson & Johnson	35	8	Ford	15	31	Snow Brand Milk	19	45	Kleenex	13	16
16	Betty Crocker	26	12	Jaguar	38	11	Imperial Hotel	109	7	Ford	10	24
17	Kraft	24	13	Fanta	10	51	Coca-Cola/Coke	3	119	Volkswagen	11	26
18	Kleenex	20	19	Nescafé	13	56	Mitsukoshi	20	48	Kellogg's	14	30
19	Jell-O	16	26	Black & Decker	25	20	Japan Travel Bureau	13	63	Porsche	27	11
20	Tylenol	28	18	Esso	17	42	Disney	55	19	Polaroid	15	44
21	AT&T	12	62	Michelin	29	21	Aunomoto	12	74	BMW	32	12
22	Crest	31	28	Lego	41	15	Kikkoman	14	70	Colgate	21	51
23	Duracell	39	20	Bosch	43	16	All-Nippon-Airlines	28	49	Seiko	33	15
24	IBM	46	17	Peugeot	19	50	Honda	30	50	Nescafé	19	64
25	Fruit of the Loom	25	41	Audi	36	22	Yamaha	38	34	Canon	35	17

it is supposed to do." It should be noted, however, that quality is not necessarily synonymous with luxury. Some prestige products such as Mercedes-Benz and Rolex did rank high on the list, whereas other luxury brands like Cadillac and Yves St. Laurent did not do very well. Many nonprestige brands like Windex and Jell-O actually outperformed these venerable names. In the context of the survey results, quality can best be expressed in terms of the ability of a product to meet customer's expectations consistently over time. This is demonstrated by the extraordinarily high U.S. rankings given to such basic brands as Campbell's and Black & Decker. Again, the lesson is clear; there is no substitute for performance.

Media Support. The brands ranked highest in Share of Mind generally spend the money to make sure they stay visible. Visibility in itself, apart from media dollars, also plays a large part in strong Share of Mind rankings. A brand such as McDonald's, with its retail ubiquity, gains visibility through a strongly branded physical location in addition to its massive advertising budget. Of course, some brands with large advertising budgets (e.g., Burger King, Oldsmobile) did not do well and others with miniscule spending came out high on the lists (e.g., Rolls Royce, Windex). But in general, the message is again clear, brands must be supported over time to remain strong.

Personality and Imagery. Ideally, a brand should do more than just identify the product. Many of the most powerful brands in the survey have clear enough images to become almost synonymous with their product category, or are able to differentiate their offering on the basis of the brand name alone. Brands such as Kleenex, Hallmark, and Levi's are good examples of defining the category on their own; Disney manages to brand a form of entertainment. For example, it is reasonably easy to define the target audience for a Disney movie and what characteristics it might have, regardless of the actual title of the film. Can the same be said of Warner Brothers, Paramount, or Universal? Strong brands usually stand for something in the minds of consumers.

Continuity. Even if a brand has not been around for 100 years, a sense of heritage or continuity is necessary for a brand to have relevance from one year to the next. The key here is continuity of message, not sameness of execution. We can see examples of strong message continuity in how McDonald's evolves its advertising slogans from one campaign to the next; each theme is executed toward a range of customer targets around a single core message—and that message does not change radically from year to year. This has produced a clear image over the years of what McDonald's represents, and clarity of image helps to produce a strong brand.

Renewal. The opposite side of the coin is also true. Strong brands must constantly renew themselves, making themselves relevant to each new generation of consumers. The study is replete with once great brand names that failed to renew themselves (e.g., Lucky Strike, Bell & Howell, Philco). To a new generation of consumers, these once great names now mean very little.

Efficiency. Companies that operate in a wide variety of product categories have several options for branding their product families. Those that take the umbrella branding approach, endorsing a variety of individual brands under a parent or "super brand," generally rank higher in ImagePower® than those that take a strictly stand-alone brand approach. Both are certainly viable marketing plans, but it appears that brands such as Kraft, Johnson & Johnson, and Nabisco successfully funnel the impressions of dozens of individual brands (e.g., Philadelphia Cream Cheese, Tylenol, or Oreo) toward a common source, the parent brand. This is an extremely powerful means of creating leverage, either in extensions of existing brands or to enter new product categories via the parent brand's established credibility. In a marketplace where brand clutter and pressures on advertising budgets have worked together to make efficient communications difficult, the ImagePower® study suggests that focusing marketing dollars on fewer rather than more brands is probably the most effective way to go.

THE WORLD'S MOST POWERFUL BRANDS

Table 2.3 shows the 25 brands that ranked highest in Global ImagePower®, combining the three major regions included in the survey. Coca-Cola was the strongest brand in the world in ImagePower, just as it was in the 1988 pilot version of the survey. Interestingly, no single market or product category can be said to dominate the list. There are American, Japanese, and European names among the top ten. The list includes electronics, computers, and automobiles, but also soft drinks, fast food, film, and chocolate.

The list includes brands from all markets, but twelve of the top 25 names are American. Considering the top 100 (shown in the Appendix), or 200 brands globally (not shown), roughly half of the list is American. Despite this continued strength in world markets, the international performance of many American brands seems to be based more on Share of Mind (SOM) than on Esteem. Perhaps this SOM strength is a result of the U.S. marketers' early focus on global markets.

The two brands near the top that showed the greatest increase between our 1988 pilot and 1990 were Sony and Disney. Each of these has dramatically increased its presence in Europe over the last few years. Equally interesting is IBM, a company that, for most of its history, has sold nothing to the general public. Despite that, the strength and clarity of its historic image and culture have created one of the world's strongest brand names.

There were a number of similarities among the U.S., European, and Japanese results. Brands such as Coca-Cola, Sony, Disney, McDonald's, Levi's, Kodak, and Mercedes-Benz did well outside their home markets. In all three areas, the local television networks did well (the NBCs, CBSs, Fuji TVs, NHKs, and BBCs of the world). In the United States and throughout Europe, the leading chocolate marketers performed well (e.g., Hershey's, Cadbury, Nestlé, Marabou). We suspect that chocolate has become the world's most acceptable indulgence.

Strongest Brands in the United States

The higher ranks of the American brand list are populated largely with a broad range of basic, no-nonsense consumer products that appeal to a wide range of consumers. This love affair with the everyday products of the commercial world appears to be peculiarly American; the results in Europe and Japan are quite different. The top 25 U.S. brands are shown in Table 2.3.

When we look at the source of strong U.S. brands, the results may be surprising. The overwhelming number of strong brands are American in origin, with only automotives, electronics, and a few luxury brands offering many non-U.S. names. The highest ranking Japanese brand is Sony at 37, followed by Panasonic at 55, Toyota at 83, and Minolta at 223. The highest ranking European brand is Nestle at 30, followed by Mercedes-Benz at 106, and Rolls Royce at 189. There may be a substantial segment of "buy American" U.S. respondents who prevent foreign brands, especially Japanese brands like Toyota, from being ranked high on Esteem.

There can be substantial differences across segments such as age. Table 2.4 shows the differences in the ImagePower® rankings by age. Note that Disney, McDonald's, Levi's, and Tylenol have their strength among the young. In contrast, Black & Decker, GE, Sears, and Jell-O are very strong among the older group and much less so among the young; perhaps this is a bad omen for the future.

Despite the ongoing homogenization of tastes and culture across the United States, regional brand differences were still alive and well. An extreme example of such a variation was Wal-Mart, which was the 2nd strongest brand in the study in its home West–South Central Region and was not even among the top 200 brands in the U.S. rankings. Another is Crest, 22nd in the U.S. rankings, which was in the top 10 in the Middle Atlantic, West–South Central, and New England regions. Still another was Chevrolet, only 26th in the U.S. rankings, but among the top 10 in the East–South Central rankings.

In general, the results among men and women are quite similar. However, when we isolate only those brands that are ranked quite differently between

TABLE 2.4
Top 25 U.S. Brands, by Age of Consumer

	Brand	*18–29*	*30–39*	*40–49*	*50–59*	*60 +*	*Baby Boomers*
1.	Coca-Cola	1	2	1	2	2	2
2.	Campbell's	2	3	2	1	1	3
3.	Disney	6	1	4	9	12	1
4.	Pepsi-Cola	4	4	3	4	7	5
5.	Kodak	5	5	5	5	15	4
6.	NBC	7	8	7	7	6	7
7.	Black & Decker	10	10	6	3	3	13
8.	Kellogg's	15	7	9	6	8	11
9.	McDonald's	3	6	10	16	17	12
10.	Hershey's	13	12	11	8	22	10
11.	Levi's	8	11	8	25	48	8
12.	GE	33	20	13	10	4	15
13.	Sears	19	17	14	11	5	31
14.	Hallmark	21	25	15	13	18	17
15.	Johnson & Johnson	16	15	22	18	27	18
16.	Betty Crocker	14	14	21	21	25	22
17.	Kraft	18	16	17	19	62	24
18.	Kleenex	29	22	20	14	13	23
19.	Jell-O	30	24	19	12	14	30
20.	Tylenol	9	18	24	24	42	20
21.	AT&T	43	36	31	28	21	27
22.	Crest	11	9	12	20	19	6
23.	Duracell	27	26	28	41	43	36
24.	IBM	40	29	30	42	69	9
25.	Fruit of the Loom	26	30	25	32	26	46

genders, a dramatic and interesting pattern emerges. The female-only brands are all personal care products and are consistently focused on adornment. They include L'Oreal, New Freedom, Sure & Natural, 9 West, Almay, Clinique, Bali, Cover Girl, and Naturalizer. The male-only brands revolve around sex, sports, and violence, what might be called the testosterone effect. They include Playboy, Fram, Motorcraft, Louisville Slugger, Smith & Wesson, Winchester, Briggs & Stratton, Buck Knives, and NFL.

As we reviewed the data, we found that a number of brands were highly controversial; their Esteem rankings were far below their Share of Mind rankings. Generally, these brands received low Esteem rankings because of very bipolar responses, with some people positively disposed toward the brand but others very negatively disposed. Fast-food restaurants and automobiles were notable entries in this category. Consider the relative rankings of fast-food and automobile brands as shown in Table 2.5.

A similar finding for fast foods appeared in Europe and Japan, but automobiles generally garnered higher esteem ratings in both Europe and Japan.

TABLE 2.5
Ranking of Fast Food and Automobile Brands

Brand	*ImagePower*	*Share of Mind*	*Esteem*
McDonald's	9	2	84
Burger King	43	11	170
Pizza Hut	77	34	190
Kentucky Fried Chicken	82	17	325
Chevrolet	26	7	107
General Motors	36	13	116
Ford	64	21	205
Toyota	83	41	178

The group of high Share of Mind and low Esteem brands included cigarette brands, such as Marlboro, Winston, Benson & Hedges, and Camel, and alcoholic beverage brands such as Pabst, Old Milwaukee, Schlitz, Colt 45, and Jack Daniels. Other brands in this category included Playboy, National Enquirer, Exxon, National Rifle Association, Amway, Jane Fonda Workout, Mary Kay, MTV, U.S. Sprint, The Emmy Awards, No Doz, Nutri System, and the World Wrestling Federation.

There was also a set of brands for which Esteem was much higher than Share of Mind. These included Disney, Black & Decker, Hershey's, Hallmark, Johnson & Johnson, IBM, Fisher Price, Crayola, National Geographic, Sesame Street, Maytag, WD-40, Mercedes-Benz, and 3M. In general, categories such as luxury goods, toys, and baked goods all tended to have higher Esteem responses than Share of Mind.

In the United States, the relationship between Share of Mind and Esteem scores is also quite different than in much of the rest of the world. In the United States, Share of Mind and Esteem are highly correlated. For example, among the top ten Share of Mind brands, five are also top ten in Esteem—Coca-Cola, Campbell's, Disney, Kodak, and Kellogg's. The results for individual European countries and the Japanese show far greater independence between Share of Mind and Esteem.

Strongest Brands in Western Europe

The top 25 brand list in Europe is quite different from the American list. Both include Coca-Cola and Kodak, but the Europeans also include eight automotive companies (Mercedes-Benz, BMW, Volkswagen, Porsche, Volvo, Rolls Royce, and Ford) and two electronics manufacturers (Sony and Philips). The Americans include no companies from either category.

Although this may indicate some differences in interests and values among Europeans, it is probably driven as much by historic marketing patterns. Automotive and electronics companies were among the first manufacturers to market pan-Europe rather than to a single home market. In fact, outside of the automotive category, American and Japanese brands appear to have a real advantage in developing European-wide brands. Slightly more than half of the top 100 pan-European brands turned out to be American or Japanese in origin. Again, this is probably the result of the American and Japanese focus on all of Europe rather than on a single "home market."

The strongest foreign brands across Europe again resulted in the same global names. The top U.S. brands were Coca-Cola (1), Kodak (8), Colgate (12), Levi's (14), Ford (15), and Fanta (17). Interestingly, the American brand Fanta did much better in Europe than it did in the States. In Europe, Fanta has become one of the major soft drink brands, although it remains a minor player in its home market. The Japanese brands were not as established in Europe as the U.S. brands—the top Japanese brands were Sony (1), Honda (32), Toyota (37), Canon (51), and Yamaha (52).

Age, again, makes a difference. For example, among those 40 years of age or older, the single strongest pan-European brand was the Dutch electronics manufacturer Philips. Among those under 40 years of age, the strongest brand was the Japanese electronics firm Sony. The results may be indicative of a longer term changing of the high technology guard. With respect to automobiles, the older group favored Mercedes-Benz and Volkswagen; the younger group rated BMW higher.

When we look at the results within individual European countries as shown by Tables 2.6a and 2.6b, the results are quite different from those for Europe as a whole. Among the major countries (France, United Kingdom, Germany, Italy, Spain, and Sweden), the top of the lists are dominated by local brands (i.e., the number one brand in Germany is Mercedes-Benz; in the United Kingdom, it is Marks and Spencer; and in France it is EDF-GDF). The specter of common European-wide brands does not emerge in Tables 2.6a and 2.6b. In fact, there are few brands that appear among the strongest brands across Europe. Sony and Kodak may be the exceptions, but neither is among the top 25 brands in Germany or Sweden. Coca-Cola is another, but it is missing in France and Germany. Is the concept of strong European-wide brands a myth or simply still around the corner?

Strongest Brands in the Soviet Union and Eastern Europe

A shorter version of the survey was used in Poland and the Soviet Union just before the Eastern Bloc alliances began their collapse and realignment. Thus, an opportunity to measure the strength of 400 major brands in a premarket environment—an environment in which brands generally did not exist; or where they already existed—was not readily available. The results are shown in Table 2.6a.

TABLE 2.6a
Top 25 Brands in Spain, Sweden, Poland, and USSR

	Spain			Sweden			Poland			USSR		
		Rank			Rank			Rank			Rank	
	Brand	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*
1	Sony	6	1	Volvo	1	1	Sony	1	1	Sony	5	1
2	Nescafé	4	7	Ikea	2	3	Volvo	7	2	Adidas	4	4
3	Cola Cao	5	6	ICA	4	7	Mercedes-Benz	10	3	Ford	7	3
4	Nestlé	8	3	Marabou	8	5	Adidas	3	9	Toyota	13	2
5	Coca-Cola/Coke	2	15	SAS	5	9	Toyota	5	7	Mercedes-Benz	6	6
6	La Casera	1	28	Wasabröd	10	6	Ford	4	10	Fanta	2	11
7	El Corte Ingles	3	20	Orrefors	25	2	BMW	17	4	Pepsi-Cola	3	12
8	Mercedes-Benz	34	4	Electrolux	14	10	Philips	15	8	Volvo	15	5
9	Bimbo	18	22	Kosta Boda	34	4	Porsche	20	5	Fiat	16	7
10	BMW	60	5	Coca-Cola/Coke	9	26	Honda	14	11	Panasonic	18	8
11	Aspirina Bayer	23	14	Lego	28	11	Sanyo	8	15	Sharp	17	10
12	Levi's	38	10	Husqvarna	23	15	Panasonic	19	12	Marlboro	8	14
13	Adidas	31	11	Findus	17	29	Opel	12	16	Christian Dior	19	9
14	Philips	22	27	Gevalia	21	18	Volkswagen	13	17	Coca-Cola	9	16
15	Nivea	14	46	Hennes & Mauritz	6	71	Rolls Royce	27	6	Aeroflot	1	35
16	Sanyo	25	24	Nivea	24	19	Kodak	22	13	McDonald's	12	17
17	Fanta	7	112	Colgate	22	24	Coca-Cola	9	26	BBC	14	19
18	Volkswagen	36	18	Adidas	27	16	Lego	23	14	Stolichnaya	10	20
19	Porsche	75	8	Mercedes-Benz	47	13	Pepsi-Cola	6	34	Boeing	20	15
20	Fontaneda	26	29	Bregott	19	40	Nivea	21	22	Chanel	22	13
21	Kodak	27	25	Philips	30	20	Boeing	24	18	Zenith	11	29
22	Renault	20	39	Rörstrand	78	8	Fiat	2	56	Puma	21	18
23	Rolls Royce	119	2	Pripps	13	63	Audi	26	19	Disney	24	21
24	Colgate	17	52	Kungsörnen	32	23	Marlboro	11	47	Levi's	23	27
25	Bayer	54	17	Melitta	31	32	Wrangler	16	39	Philips	25	22

TABLE 2.6b

Top 25 Brands in the UK, France, Germany, and Italy

	United Kingdom			*France*			*Germany*			*Italy*		
		Rank			*Rank*			*Rank*			*Rank*	
	Brand	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*
1	Marks & Spencer	2	1	EDF-GDF	1	1	Mercedes-Benz	2	1	Sony	5	1
2	Kellogg's	4	2	Antenne 2	3	4	Volkswagen	4	5	Barilla	3	2
3	Cadbury	5	3	Vittel	4	5	Bosch	7	2	Fiat	1	11
4	BBC	1	8	SNCF	2	6	ZDF	1	12	Mulino Bianco	16	5
5	Nescafé	3	9	La Poste	11	3	BMW	9	4	Canale 5	2	33
6	Heinz	9	4	Sony	20	2	Siemens	8	7	Kodak	20	6
7	Boots	10	7	Peugeot	8	8	ARD	3	11	Bic	6	23
8	Mc Vites	11	5	TF1	5	18	Aldi	5	10	Algida	11	14
9	Yellow Pages	8	14	Philips	17	9	AEG	6	9	Yomo	17	12
10	W.H. Smith	17	11	Evian	12	15	Adidas	10	6	Fanta	4	30
11	Sony	25	10	Orangina	6	29	Daimler Benz	15	3	Volkswagen	25	8
12	Duracell	29	12	FR3	9	24	Langnese	23	8	BMW	39	4
13	Rolls Royce	62	6	Renault	18	14	Nivea	11	14	Coca-Cola/Coke	7	44
14	Kit Kat	14	24	Bic	7	35	Oetker	12	15	Lancia	30	10
15	Kodak	24	17	France Telecom	21	10	UHU	16	17	Olivetti	24	13
16	Dulux	31	13	Larousse	39	7	Eduscho	25	18	Ferrari	45	3
17	Persil	16	25	Lesieur	10	33	Grundig	37	16	RAI	9	43
18	Coca-Cola/Coke	7	48	Kodak	31	12	Lego	41	13	Ferrarelle	19	20
19	ITV	6	78	Yoplait	15	27	Tchibo	26	24	Perugina	13	29
20	Sainsbury's	21	26	Carrefour	13	32	Lufthansa	34	19	La Reppublica	18	25
21	Mars	15	33	Adidas	36	11	Dr. Oetker	21	30	Buitoni	27	19
22	Black & Decker	30	22	Danone	32	20	Miele	36	22	Alemagna	23	31
23	Hoover	23	28	Air France	33	19	Porsche	30	25	Alitalia	26	27
24	Ford	19	40	Leclerc	16	38	Milka	39	20	Porsche	56	7
25	Lego	66	15	Chambourcy	34	21	Sparkassen	18	43	Alfa Romeo	28	22

As might be expected, relatively fewer brands were recognized by the respondents in these countries. However, across all three markets an amazing number of brands were, in fact, known. Some of the known brands, like Pepsi-Cola, Adidas, and McDonald's, had some distribution in the Eastern Bloc. Others, like Marlboro and Levi's, were apparently available largely through the black market. Still others, like Sony, Panasonic, and Mercedes-Benz, are brands which we expect are rarely seen but highly aspirational. Finally, there are brands that are reasonably well known in Eastern Europe, like Honda and Toyota, for which we have no readily available answer. It is hard for us to believe that very many people have ever seen these products.

These results, we think, speak to the amazingly global nature of many of these major brands, which are now known even in countries in which they are not legally available. The results also speak to the tremendous pent-up demand that exists throughout the world for consumer goods and for the iconic value of success and plenty that brands have come to represent.

There were variations from country to country in brand-awareness levels. The Polish respondents were less familiar with brand names than Hungarians but more familiar than the USSR where the average respondent was aware of only about 25% of the list of 300 names. As awareness levels decreased, respect for American brands increased. This may be an ominous relationship with respect to the future of American brands in these new markets.

Those brands that did manage to register both Share of Mind and Esteem in these countries tended to be in the categories of automobiles, consumer electronics, and, interestingly enough, athletic shoes.

Strongest Brands in Japan

Results in Japan (Table 2.3) showed a number of differences from other markets as well as a number of similarities. As in the United States and Europe, Sony and Coca-Cola both performed very well. However, the top 20 list included an industrial company that does not even market under its own name, Matsushita. In general, corporations performed better in Japan than they did in the United States. The top 25 brands also include two hotels—the New Otani and the Imperial Hotel—as well as the country's major travel agency—the Japan Travel Bureau (JTB).

In addition, many of the traditional rules and limitations for branding do not apply in Japan, where huge trading companies (Mitsubishi, Suntory, Matsushita, among others) operate in dozens of product categories simultaneously under the exact same brand name. There are few corollaries in the west for such tremendous brand stretch. Of course, this also makes it more difficult to attribute a brand's strength to any single product or service.

Although the Japanese top 100 is dominated by Japanese brands (see Appendix and Table 2.3), there are a number of European and American brands that do perform well. In general, the high-performing European brands are luxury products like Mercedes-Benz (3), Rolls Royce (6), Porsche (11), Chanel (31), Rolex (35), and Pierre Cardin (47); the high-performing U.S. products sell Americana—Coca-Cola (17), Disney (20), Saran Wrap (28), Kentucky Fried Chicken (51), and McDonald's (69).

The Japanese fascination with European luxury products becomes particularly apparent when we look at the Esteem rankings, which are dominated by luxury brands from Europe. One wonders if this fascination with branded luxury will continue unabated as the Japanese become more confident about their place on the world stage.

WHAT WE HAVE LEARNED FROM THE IMAGEPOWER SURVEY®

In the beginning, it is always the company—the organization that creates, manufactures, and sells its products and services to the marketplace. Next comes the product—the physical reality, with its basic features, functions, and attributes, which defines and characterizes what the company is offering for sale. Then comes the long-term communications elements of the brand, or the brand identity, if you will—the positioning, names, symbols, colors, tag lines, and other long-term communications devices, which are created by the marketer to help define the offer. Finally come the short-term communications executions—the individual advertising campaigns, promotions, and so on, which fuel and build the brand over time.

Together, from the parent company to its individual communications executions these elements make up the life and the history of a given brand. Day by day, individual consumers are exposed to these brand manifestations, and taken in total, they create the perception each consumer has of that brand.

If we distill all of the lessons gathered from the ImagePower study, in the end the message is quite simple. Strong brands are the result of careful long-term management of every aspect of the product-consumer interaction. When there is message consistency from product attribute to packaging to advertising and so on, the chances of success are greatly increased. Successfully managing each of these steps is what brand strength is all about.

APPENDIX

TABLE 1
Top 26-100 Brands in United States, Europe, Japan, and Worldwide

	United States			*Europe*			*Japan*			*World*		
		Rank			*Rank*			*Rank*			*Rank*	
	Brand	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*	*Brand*	*SOM*	*Esteem*
26	Chevrolet	7	107	Gillette	24	40	Fujitsu	42	35	Sprite	18	87
27	M&M's	30	33	Renault	20	69	Toshiba	16	83	Jaguar	40	19
28	Colgate	23	45	Martini	22	66	Saran Wrap	44	41	Lipton	24	45
29	Nabisco	40	25	Ferrari	52	17	Nissan	37	52	Nissan	22	57
30	Nestlé	38	35	IBM	47	18	NTT	10	148	Yamaha	26	47
31	RCA	37	43	Nestlé	32	45	Chanel	143	11	Cadillac	30	33
32	Tide	33	53	Honda	31	47	Glico	15	127	Nike	45	25
33	Goodyear	36	47	Pepsi-Cola	12	144	Seibu	31	75	Shell	25	76
34	Lipton	45	36	Ajax	27	70	Bridgestone	69	36	Rolex	72	18
35	Quaker Oats	47	32	Opel	26	72	Rolex	178	5	Adidas	41	39
36	General Motors	13	116	Bic	40	48	Canon	82	30	Minolta	50	28
37	Sony	60	27	Toyota	33	77	Shiseido	27	102	Volvo	47	34
38	General Mills	55	29	Shell	35	68	Yakult	26	128	Gillette	38	32
39	7 Up	29	70	Duracell	54	27	CALPIS	25	134	Chevrolet	29	70
40	UPS	58	30	Christian Dior	57	25	Japan Airlines	45	80	Chanel	54	35
41	Philadelphia Cream Ch	52	38	Grundig	45	41	Fuji	87	46	Visa	31	52
42	Polaroid	43	54	Kellogg's	48	37	Nescafé	29	136	Ferrari	71	20
43	Burger King	11	170	Schweppes	42	54	NEC	71	64	Del Monte	44	46
44	Planters	63	37	Palmolive	34	85	Asahi Chemical Indust.	66	67	American Express	28	82
45	Sunkist	62	40	Alfa Romeo	44	53	Renown	81	58	Lego	79	13
46	Heinz	56	42	Lacoste	60	32	KAO	34	118	Christian Dior	62	42
47	Del Monte	69	34	Nike	71	19	Pierre Cardin	124	29	Sunkist	43	77
48	Reader's Digest	44	59	Braun	58	36	Volkswagen	134	27	Duracell	86	7
49	Fisher Price	116	15	Panasonic	56	39	Lion	33	123	Johnson & Johnson	48	73
50	Rubbermaid	99	21	Citroën	30	117	Wacoal	113	38	Audi	58	59

51	Crayola	77	31	Canon	69	26	Kentucky Fried Chicken	24	179	Pioneer	82	38
52	National Geographic	103	22	Yamaha	46	62	Toto	104	55	Nikon	94	29
53	Q Tips	65	49	Fiat	23	155	NHK	2	447	Sharp	52	72
54	Crisco	57	60	Ariel	39	93	Sapporo	40	129	Mitsubishi	42	114
55	Panasonic	76	51	McDonald's	14	239	Hotel Okura	157	22	Mobil	36	119
56	Kmart	19	171	Chanel	70	29	Panasonic	112	53	7 Up	39	160
57	Lifesavers	53	67	Moulinex	55	65	Mizuno	65	91	Suzuki	34	162
58	Oreo's	74	61	Pioneer	91	23	Kuroneko Yamato	51	107	Goodyear	67	40
59	Windex	61	73	Disney	67	55	Morinaga Milk Indust.	39	141	Xerox	69	58
60	Pillsbury	94	46	BASF	62	61	Christian Dior	190	13	Bic	53	81
61	Sara Lee	84	56	Knorr	51	91	Nestlé	57	104	Mazda	46	108
62	Sesame Street	141	23	Mars	53	89	Kanebo	46	138	Hitachi	59	90
63	Minute Maid	86	55	Kleenex	68	60	Sumitomo Bank	56	110	Harley Davidson	99	31
64	Ford	21	205	Heineken	61	86	Dai-ichi Kangyo Bank	62	105	Hilton	83	49
65	MasterCard	27	165	Polaroid	50	108	Meiji Milk Products	48	139	General Motors	55	67
66	Birdseye	101	48	BBC	65	80	Nintendo	88	85	Fuji	63	83
67	Maytag	151	24	Bennetton	84	44	Crown	119	60	Scotch	56	93
68	Gillette	71	75	Lux	49	122	Mitsubishi Industries	63	113	Pierre Cardin	84	55
69	Eveready	68	78	Johnnie Walker	59	102	McDonald's	22	237	Michelin	92	36
70	Clorox	78	69	Seiko	89	46	Victor	53	131	Toshiba	60	111
71	Band Aid	110	44	Rolex	110	28	Yves St. Laurent	181	21	Pampers	51	121
72	Snickers	72	77	Siemens	85	57	Asahi	67	115	Wrangler	68	88
73	Nike	81	68	BP	64	110	Fuji Bank	59	132	20th Century Fox	87	60
74	Ritz Crackers	87	66	Yves St. Laurent	105	38	Yomiuri Newspaper	23	244	Yves St. Laurent	105	53
75	Oscar Meyer	54	89	Cartier	111	33	Citizen	77	109	Philips	70	118
76	Hunt's	92	65	Suzuki	63	123	Dunhill	197	17	Lux	66	126
77	Pizza Hut	34	190	Olivetti	83	88	Meiji Seika	52	147	TDK	120	27
78	Visa	42	140	Nissan	66	135	Kokuyo	84	108	Casio	93	74
79	General Foods	120	52	Rover	95	73	Kikokuniya (Groceries)	137	61	Dunlop	102	71
80	ABC	97	76	Saab	98	67	JR	11	349	Kit Kat	61	129
81	JC Penney	66	111	Dunlop	94	79	BMW	238	6	Paramount Pictures	97	61
82	Kentucky Fried Chicken	17	325	AEG	107	59	Mitsubishi	43	184	Nivea	74	130
83	Toyota	41	178	Goodyear	101	75	Sumitomo (Group)	110	84	Kawasaki	80	115

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