

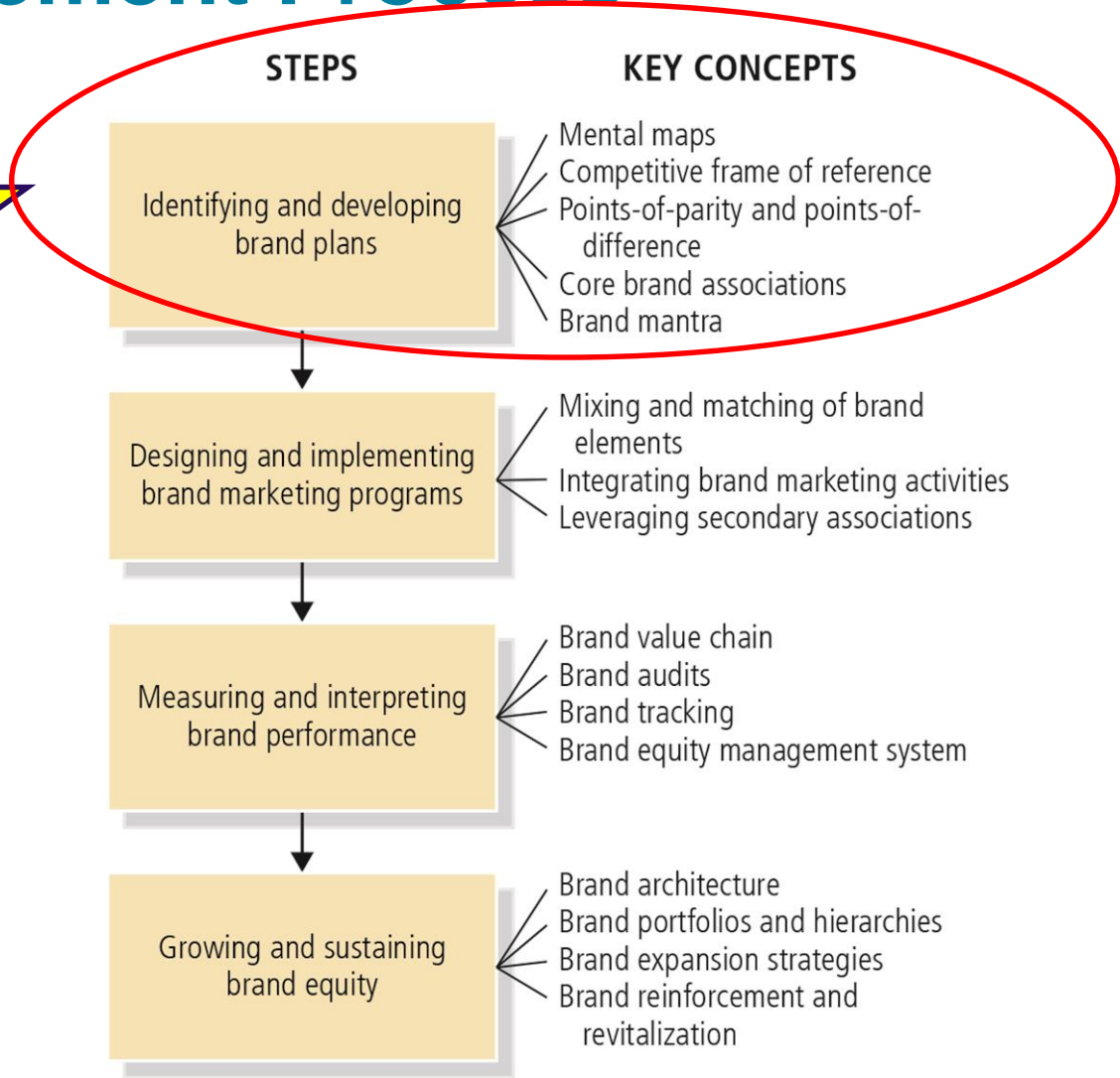
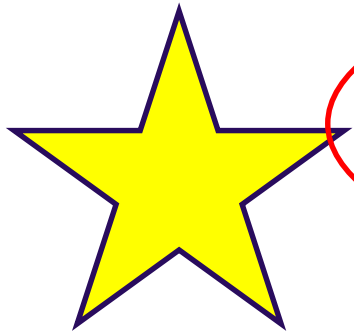


MK 312 Brand Management

The CBBE Model

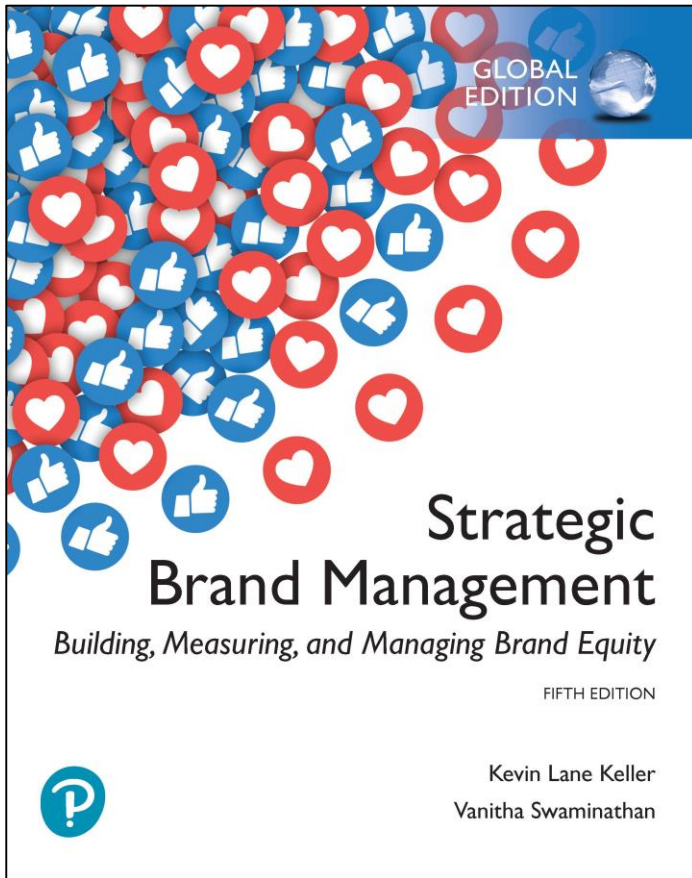
By Ajarn Suwalya K.
Lesson 5

Figure 1-10: Strategic Brand Management Process



Strategic Brand Management: Building, Measuring, and Managing Brand Equity

Fifth Edition, Global Edition



Chapter 3

Brands Resonance and
the Brand Value Chain

Learning Objectives

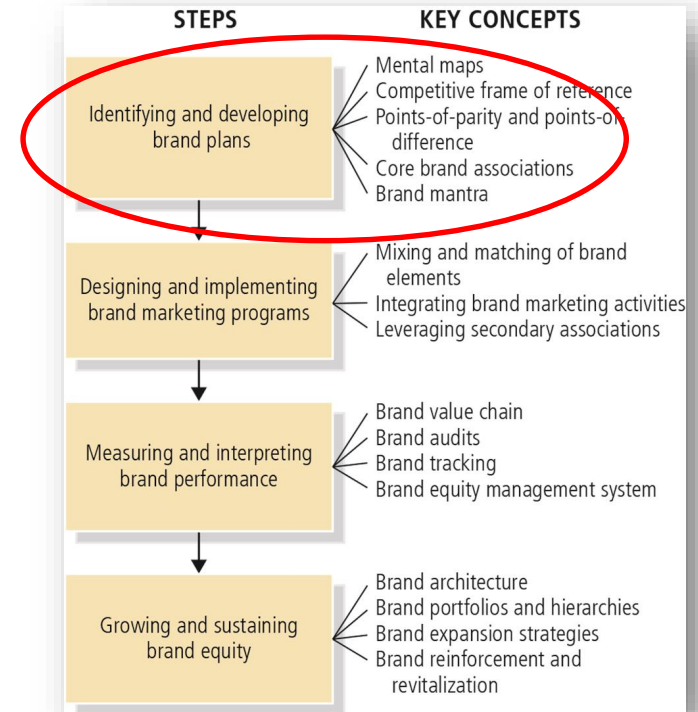
3.1 Define brand resonance

3.2 Describe the steps in building brand resonance (CBBE Model)

3.3 Define the brand value chain

3.4 Identify the stages in the brand value chain

3.5 Contrast brand equity and customer equity



CBBE Model

Customer Based Brand Equity Model

But how do these companies make a connection with their customers?
It is by building a strong brand. The **CBBE model or the Brand resonance Pyramid** is actually **a pyramid** which tells us how to build brand equity by understanding your customers and implementing strategies accordingly.

CBBE Model

- Keller's Brand Equity model is also known as the **Customer-Based Brand Equity (CBBE) Model**. Kevin Lane Keller developed the model and published it in his widely used textbook, "Strategic Brand Management." Within a pyramid, the model highlights four key levels that you can work through to create a successful brand.



Customer-Based Brand Equity (CBBE) Model

- CBBE Model provides a unique point of view of what brand equity is and how it should be built, measured and managed.
- CBBE approaches brand equity from the perspective of the consumer
- The basic premise of the CBBE model is that the power of a brand lies in what customers have learned, felt, seen and heard about the brand as a result of their experiences over time
-the power of a brand resides in the minds of customers

2.4

The best-known CBBE model is the Keller Model, devised by Professor of Marketing Kevin Lane Keller and published in his mighty *Strategic Brand Management*.

The Keller model is a pyramid shape and shows businesses how to build from a strong foundation of brand identity upwards towards the holy grail of brand equity 'resonance': where customers are in a sufficiently positive relationship with a brand to be advocates for it.



Keller's Brand Equity Model – CBBE Model



The iPad is a stunning example of this CBBE: from the robust foundation of Apple's brand identity, the iPad was developed to look great, be easy to use, do everything its customers wanted, and more. Customers loved it and any glitches that attracted negative responses were quickly patched. Before long, iPad users were extolling its virtues and their loyalty, and the iPad is now ubiquitous in stores, health centers, schools, offices and homes. It's a classic example of something we didn't know we needed or wanted until we saw one. Now we can't do without it.

Level 1: Brand Identity (who are you?)

This is how customers look at your brand and distinguish it from others. It explores the words and images buyers associate with when they hear a particular brand name. It's the most important level and must be strong to support the rest of the pyramid above it. Brand identity quantifies the breadth and depth of customer awareness of a brand. Start to build it when customers are unaware of your products and values, attracting them with ad campaigns and targeted marketing.



Level 2: Brand Meaning (what are you?)

Once customers become aware of your brand, they'll want to know more about your product. They'll question its features, looks and style, reliability, durability, customer experience and value for money, to find its brand meaning. For the purposes of brand reputation, Level 2 is split into two categories:



Level 3: Brand Response (What are the feelings for the brand?)

On this level of Keller's model, judgment and feelings can be hard to separate and are intensely personal for each individual customer. One customer may judge the brand irrelevant to them, whereas another will find it completely relevant. Another may make their own value comparison against another product, harshly or fairly. And add to the mix actual interaction and perceived reputation and you can see how hard it can be to quantify how customers feel about a brand and how much they trust it. Companies need to respond to judgments and build positive feelings about the brand once they know what they are.

FEEDBACK





Level 4: Brand Resonance (a strong relationship)

The apex of Keller's CBBE model is resonance: when a customer is loyal to a brand, considers it superior, will buy no other and advocates its merits to others. Many things resonate with customers: lifetime experience, customer service, products and value. A good measure for resonance is the Net Promoter Score that asks one simple question: 'How likely is it that you would recommend [Product X] to a friend or colleague?'.

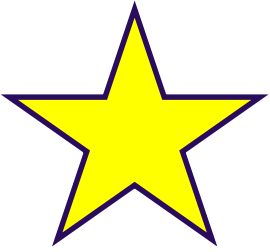
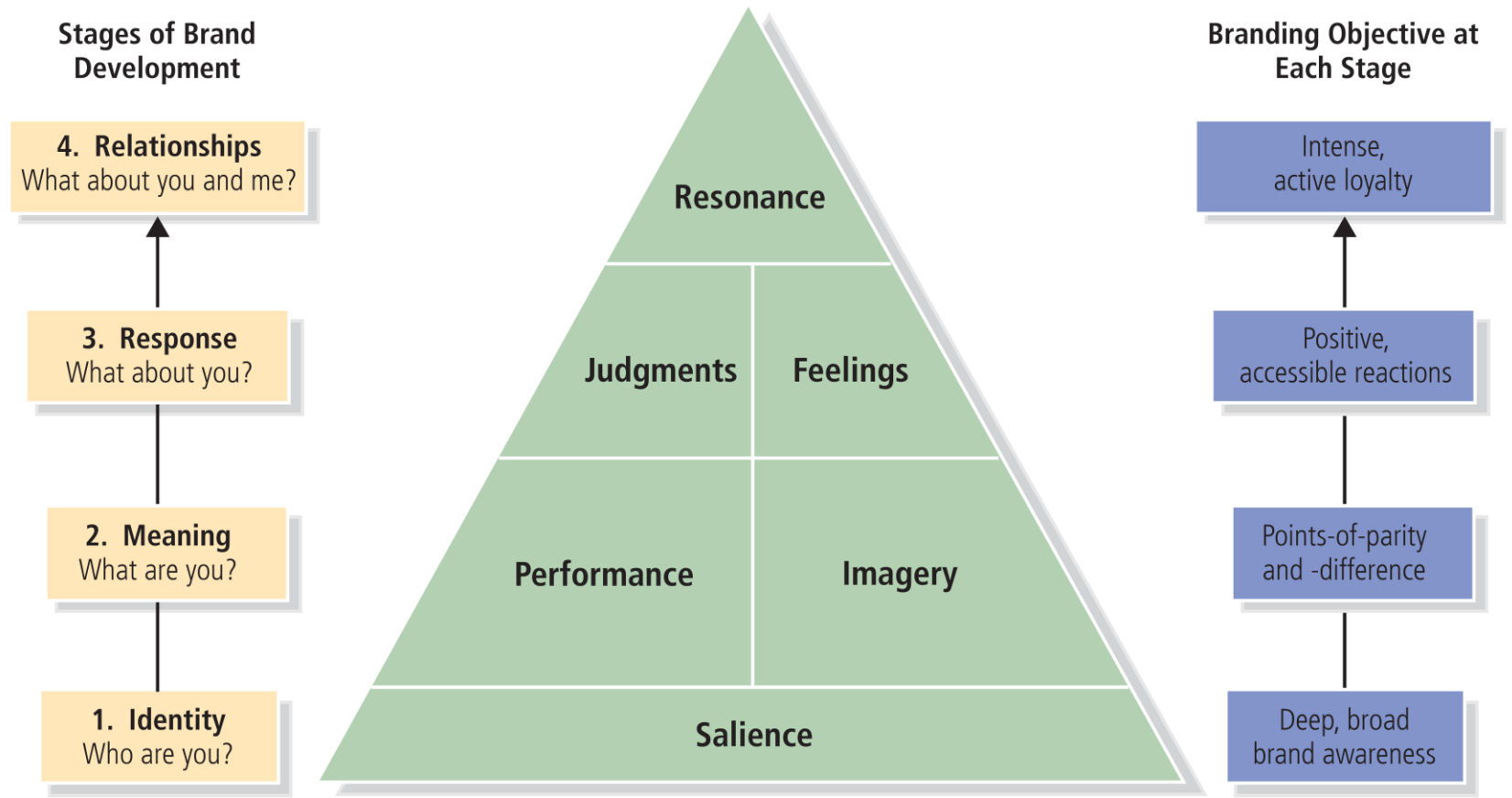


Figure 3-1: Brand Resonance Pyramid or Customer Based Brand Equity Model (CBBE)



Building A Strong Brand: The Four Steps of Brand Building



- Ensure identification of the brand with customers and an association of the brand in customers' minds with a **specific product class, product benefit, or customer need.**
- Firmly establish the totality of **brand meaning in the minds** of customers by strategically linking a host of tangible and intangible brand associations.
- Elicit the **proper customer responses** to the brand.
- Convert brand responses to **create brand resonance and an intense, active loyalty relationship** between customers and the brand.

Figure 3-1: Brand Resonance Pyramid



Building A Strong Brand: The Four Steps of Brand Building

- **Brand Salience**
 - **Brand Performance**
 - **Brand Imagery**
 - **Brand judgments**
 - **Brand Feelings**
 - **Brand Resonance**
-
- Brand-Building Implications

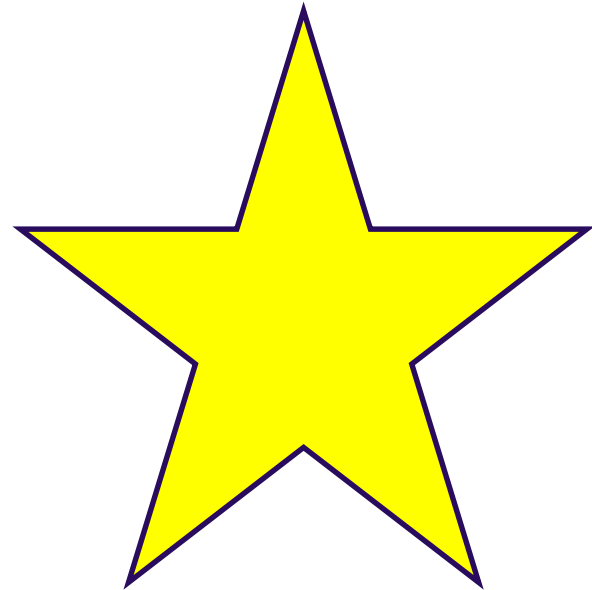


Figure 3-2: Subdimensions of Brand Building Blocks

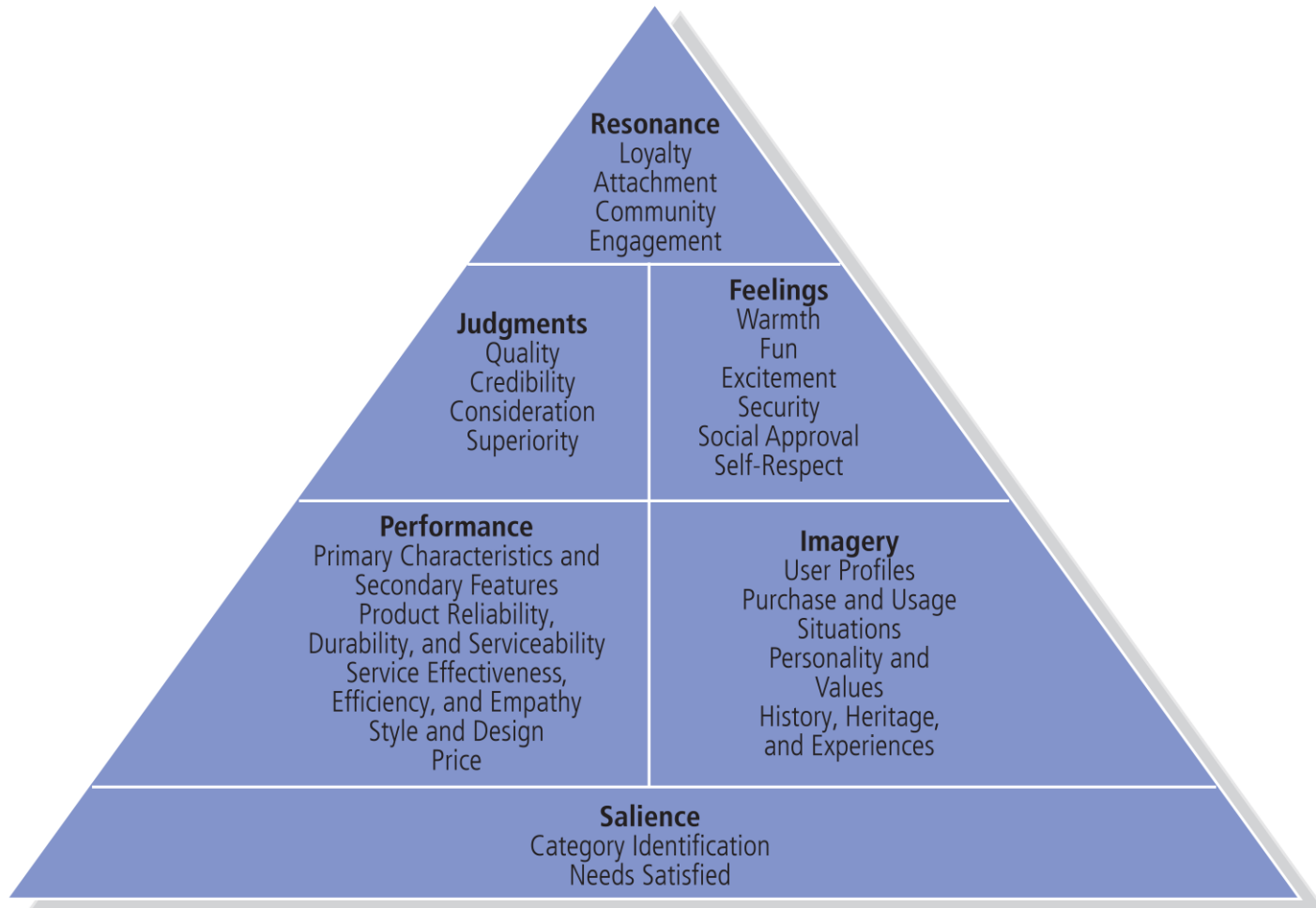
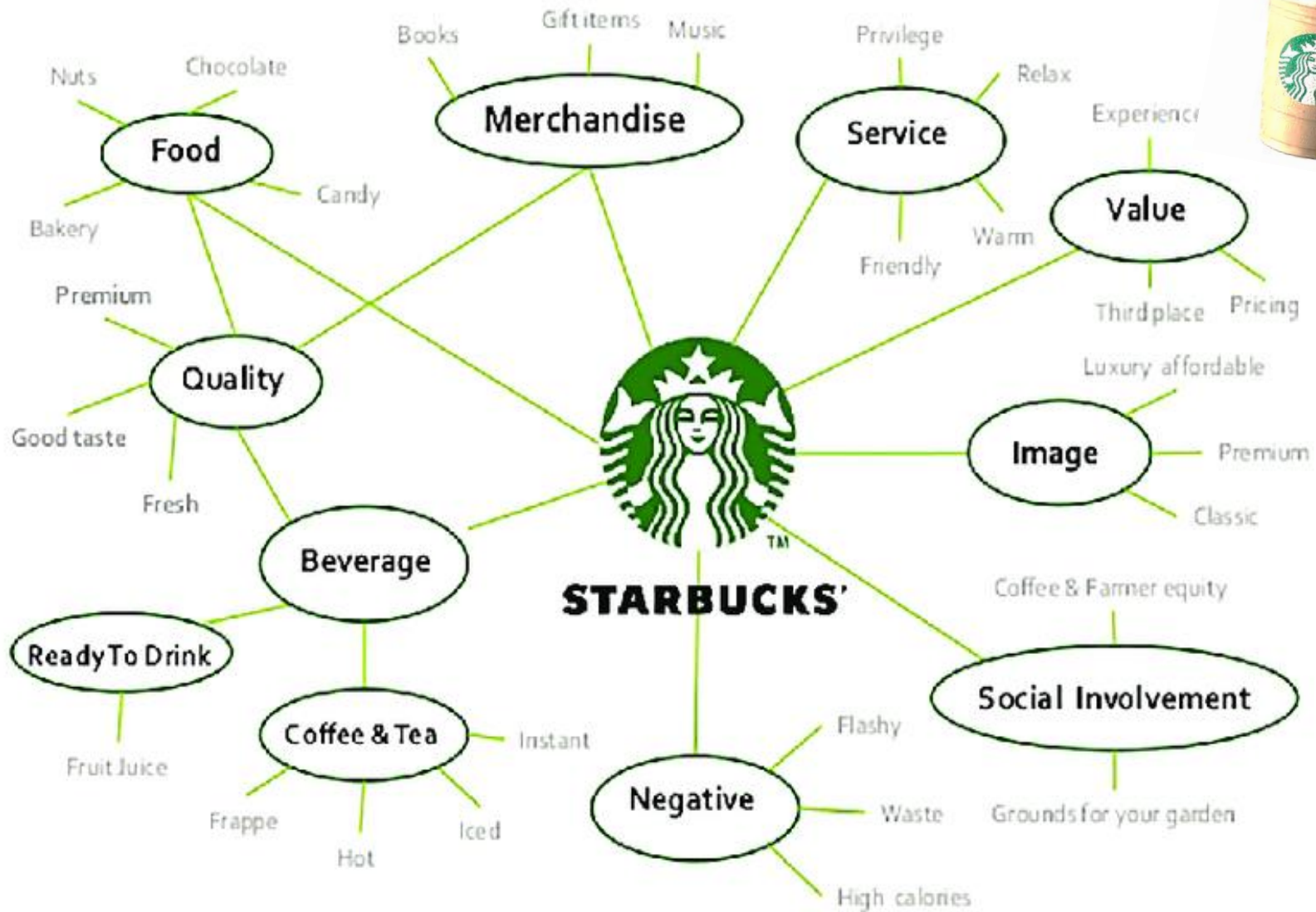


Figure 3-1: Brand Resonance Pyramid



Brand Salience (1 of 4)

- **Achieving the right brand identity means creating brand salience with customers**
- Brand salience:
 - **Measures various aspects of the awareness** of the brand
 - How easily and often the brand is evoked under various situations or circumstances



Brand Salience (2 of 4)

- Breadth and depth of awareness:
 - **Breadth—Range of purchase and usage situations in which the brand element comes to mind.**
 - **Depth—Ease with which brand elements can be recalled.**
 - **Product category structure—How product categories are organized in the consumer's memory.**



For Tropicana, it's important that consumers think of the brand in other consumption situations beyond breakfast.

“Tasty but healthy” beverage

Brand Salience (2 of 4)

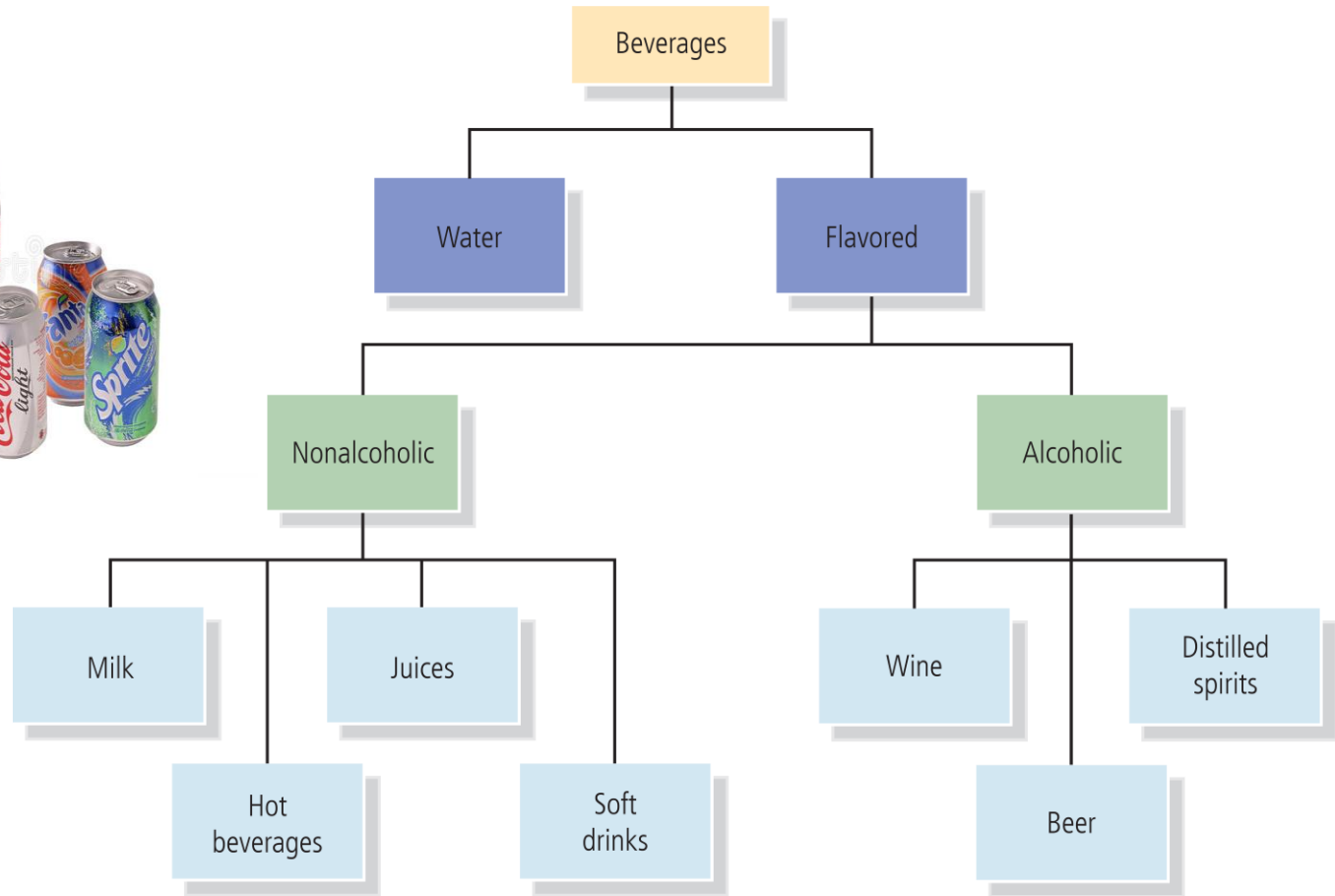
- Breadth and depth of awareness:
 - Gives a product an identity by linking brand elements to:
 - ✓ **The product category**
 - ✓ **The associated purchase**
 - ✓ **The consumption or usage situations**

Brand Salience (3 of 4)

- Product category structure:
 - How product categories are **organized in memory**
 - Marketers assume that products are **grouped**



Figure 3-3: Beverage Category Hierarchy

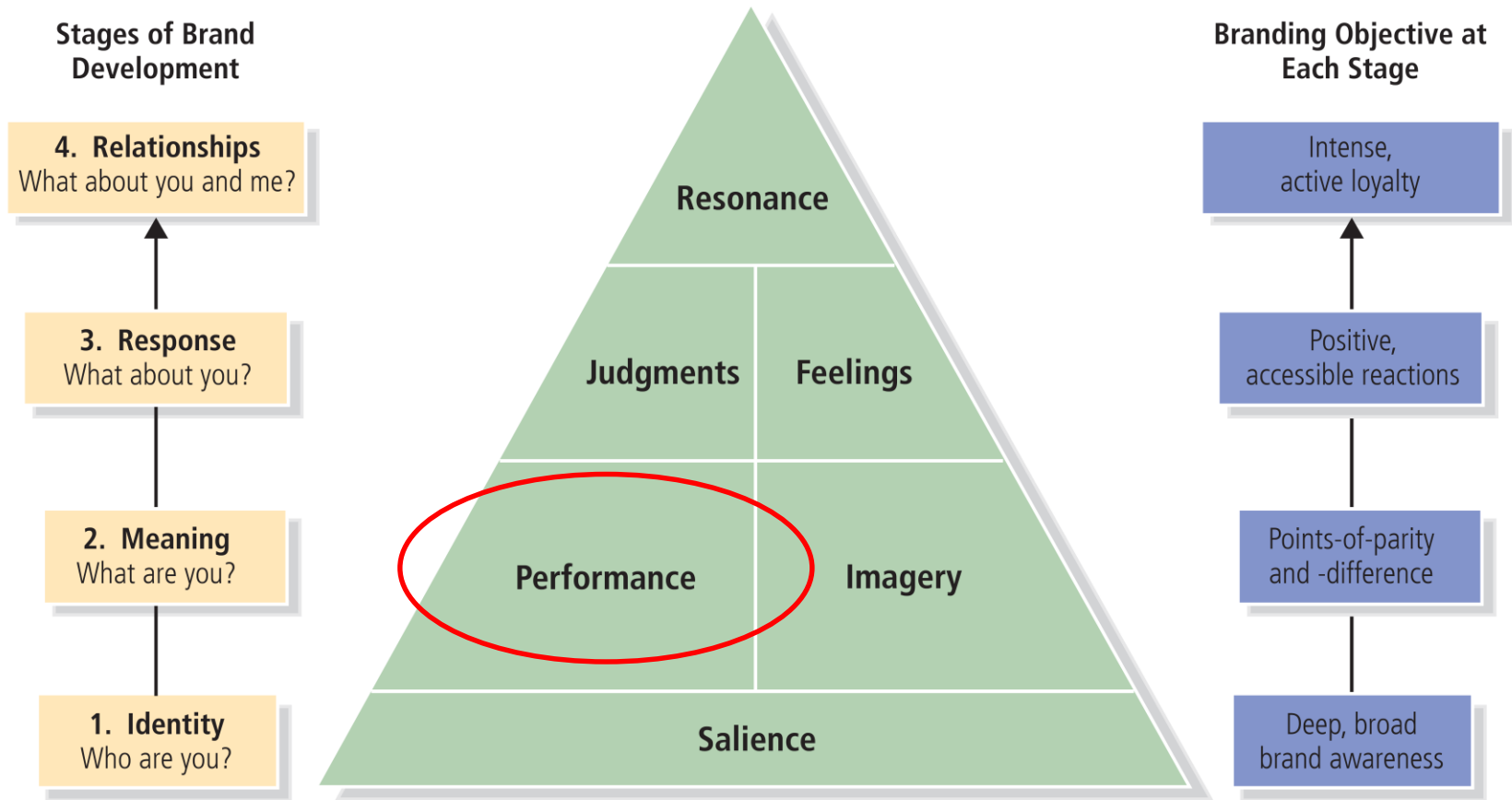


Brand Salience (4 of 4)

- Strategic implications:
 - Brand needs to be **top-of-mind** and have sufficient mind share:
 - But also must do so at **the right times and places**
- ✓ Where do consumers think about a brand?
- ✓ When consumers think of a brand?
- ✓ How often do consumers think of a brand?



Figure 3-1: Brand Resonance Pyramid



Brand Performance (1 of 3)

- Describes how well the product or service:
 - Meets customers' **more functional needs**
 - Rate on objective assessments of **quality**
 - Satisfies utilitarian, aesthetic, and economic customer needs and wants in the product or service category



Brand Performance (2 of 3)

- **Attributes and benefits often underlie brand performance:**
 - Primary **ingredients and supplementary** features.
 - **Product reliability**, durability, and serviceability:
 - **Reliability:** Measures the consistency of performance over time and from purchase to purchase.
 - **Durability:** The expected economic life of the product.
 - **Serviceability:** The ease of repairing the product if needed.




FASTERPIECE.

DESIGNED FOR DRIVING PLEASURE.

Brand Performance (3 of 3)

- Attributes and benefits often underlie brand performance:
 - **Service effectiveness**, efficiency, and empathy:
 - **Effectiveness:** Measures how well the brand satisfies customers' service requirements.
 - **Efficiency:** Describes the speed and responsiveness of service.
 - **Empathy:** Is the extent to which service providers are seen as trusting, caring, and having the customer's interests in mind.
 - **Style and design**
 - **Price:**
 - Consumers may organize their product category knowledge in terms of the price tiers of different brands.




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BMW Service Specialist.

เราคือผู้เชี่ยวชาญรถยนต์มีเอ็มดับเบิลยู

สำหรับท่านที่มองหาบริการทางด้านรถยนต์ เรามีบริการซ่อมบำรุงรถยนต์หรือตัว
 ที่นั่งรถจาก Dacia, Renault โดยทีมช่างที่ผ่านการอบรมจาก BMW กับ BENZ โดยทาง
 วิศวกรที่คอยแนะนำถึงจุดประสงค์ของตัวรถยนต์ที่ท่านใช้งานทุกวัน

- ซ่อมระบบไฟฟ้า ระบบกันน้ำพัดที่หน้ารถ
- ตรวจสอบการทำงานของระบบต่างๆ
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- เปลี่ยนยาง ดึงจุด และถอดตัวเครื่องยนต์รถใหม่ทุกราย
- บริการเปลี่ยนน้ำมันรถยนต์ที่รถเก่าของท่าน



เข้าชมบริการวันนี้
รับส่วนลดค่าอะไหล่
ราคาพิเศษ!
 สำหรับลูกค้าสมาชิก





รถยนต์ใหม่ หรือเปลี่ยนใหม่รถยนต์รุ่น 1.0 -> 2.0, 20,000 ->



บริษัท มาตรฐาน มอเตอร์ เซอร์วิส (ประเทศไทย) จำกัด
 ศูนย์บริการรถยนต์ MMS-Bosch Car Service

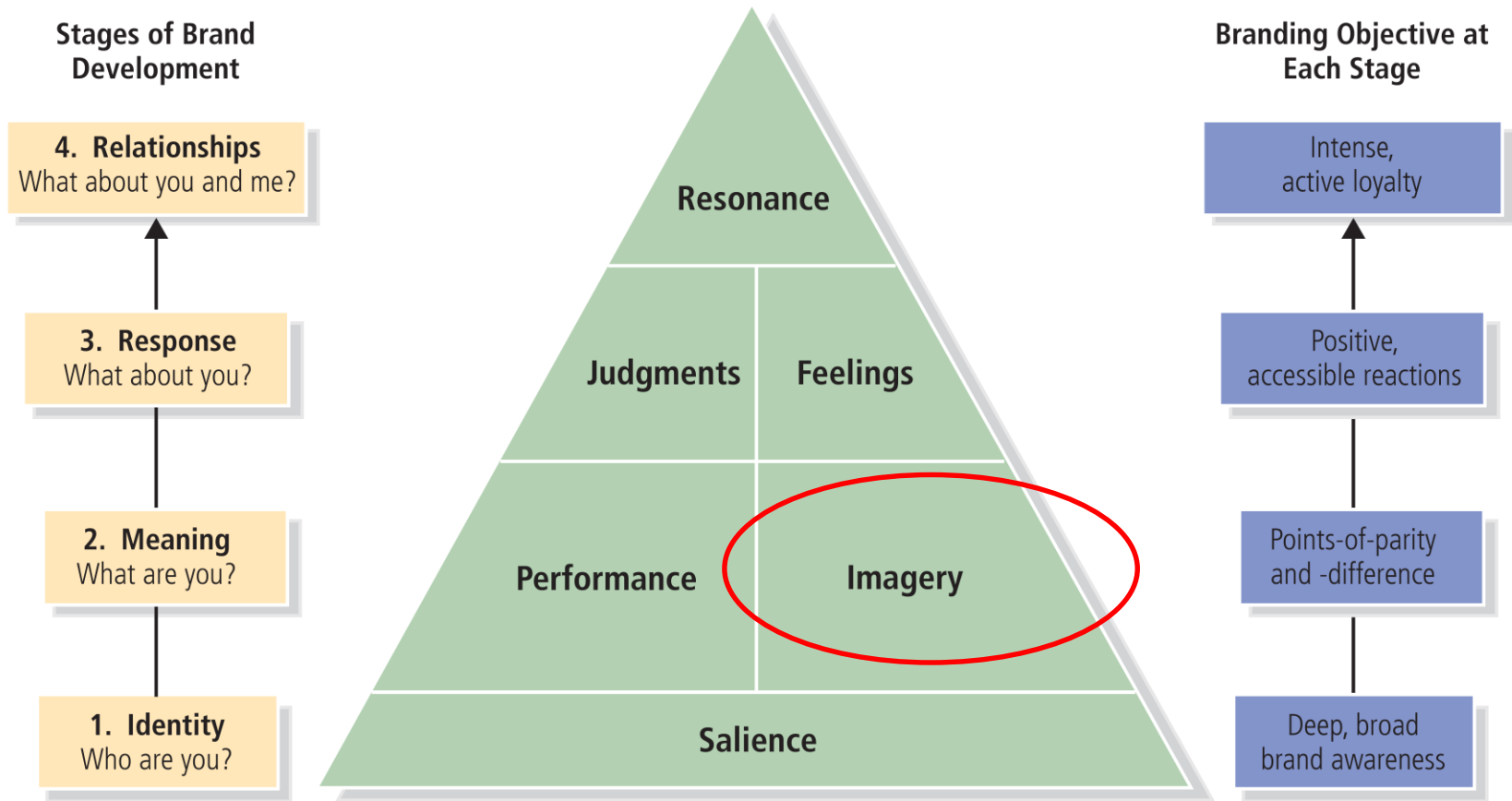
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Figure 3-1: Brand Resonance Pyramid



Brand Imagery (1 of 4)

- A main type of brand meaning is brand imagery
- Brand imagery depends on the **extrinsic properties** of a product or service
- Many kinds of intangibles can be linked to a brand; the four main ones are:
 - **User profiles**
 - **Purchase and usage situations**
 - **Personality and values**
 - **History, heritage, and user experiences**

Brand Imagery (2 of 4)

User imagery:

- **Type of person or organization** who uses the brand.
- Results in customers' mental image of actual users or more aspirational, idealized users.
- Consumers may base associations of a typical or idealized brand user on descriptive demographic factors or more abstract psychographic factors:
 - ***Demographic factors: Gender, age, race, and income.***
 - ***Psychographic factors: Attitudes toward life, careers, possessions, social issues, or political institutions.***

Purchase and usage situations/imagery:

- Associations that tell consumers under what conditions or situations they can or should buy and use the brand.
- Associations to a typical usage situation can relate to the time to use the brand, location, and type of activity during which to use the brand.

**NO HOT
IS WRONG.**

**NEW AXE
GROOMING FOR MEN.**

AXE
FIND YOUR MAGIC.

Gender

PEPSI

เป๊ปซี่ แมกซ์
ไม่มีน้ำตาล

อร่อยซ่าเต็มที่...
ไม่มีน้ำตาล
#เต็มที่กับสิ่งที่ใช่

PEPSI APAC SPOKESPERSON
BLACKPINK

Age



Race

RALPH LAUREN

THE BIG PONY FRAGRANCE COLLECTION FOR MEN



CREATE YOUR OWN CUSTOM BOTTLE EXCLUSIVELY AT
RALPHLAUREN.COM/BIGPONYMEN

Income- Yuppies

Brand Imagery (3 of 4)

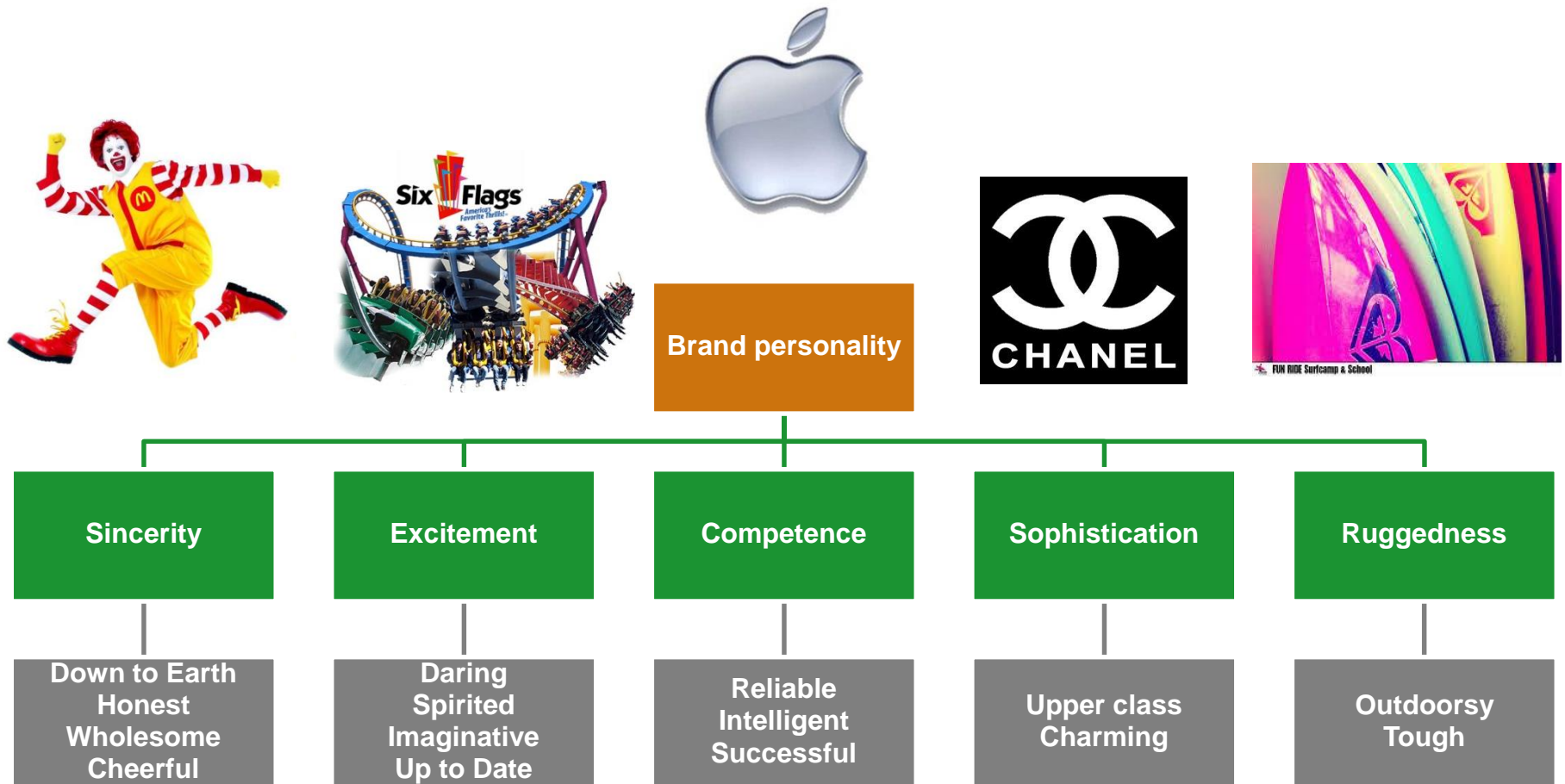
- **Brand personality and values:**
 - Through consumer experience or marketing activities, brands may take on personality traits or human values:
 - A person
 - Appear to be modern or old-fashioned, for example
 - Five dimensions of brand personality:
 - Sincerity
 - Excitement
 - Competence
 - Sophistication
 - Ruggedness

Brand Personality

- *Brand Personality: is the **set of human characteristics that become associated to the brand....***



Dimensions of Brand Personality



Brand Personality

Sincerity



Excitement



Competence



Sophistication



Ruggedness



Dimensions of Brand Personality



Brand Imagery (4 of 4)

- Brand history, heritage, and experiences:
 - **Brands association with its past and with certain noteworthy events in the brand's history.**
 - These types of associations may recall distinctly personal experiences and episodes or **past behaviors and experiences of friends, family, or others.**
 - They can be highly personal and individual, or more well-known and shared by many people.

BRANDS CONNECTING TO THEIR HERITAGE



40
Years
in the
Making

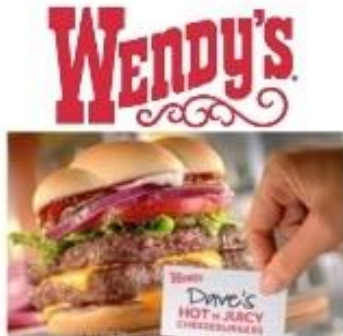
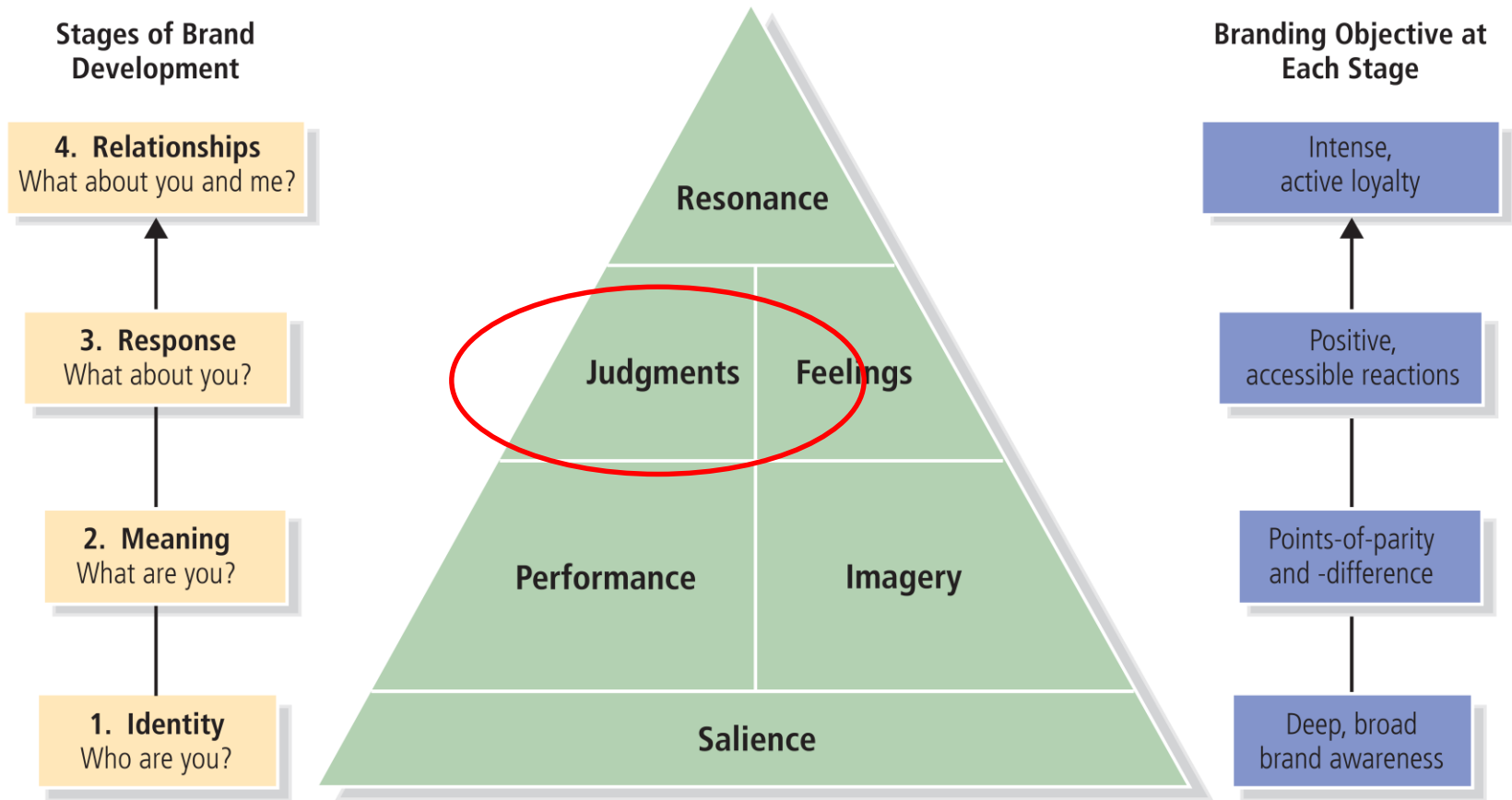


Figure 3-1: Brand Resonance Pyramid



Brand Judgments (1 of 5)

- Customers' **personal opinions about and evaluations** of a brand:
 - **Consumers form judgments by putting together all the different brand performance and imagery associations**



Brand Judgments (2 of 5)

- **Brand quality:**
 - Defined by **specific attributes and benefits** of a brand
 - Consumers can hold a host of attitudes toward a brand:
 - But the most important relate to its **perceived quality**
 - Perceived quality measures are inherent in many approaches to brand equity



Brand Judgments (3 of 5)

- **Brand credibility:**

- Judgments about the company or organization behind the brand:

- Often defined by: Extent to which customers see the brand as credible in terms of perceived:

- **Expertise**—Competence, innovation, and ability to lead.
- **Trustworthiness**—Dependability and keeping customer interests in mind.
- **Likability**—Fun, interesting, and worth spending time with.



A brand like FedEx is seen as highly credible due to its expertise, trustworthiness and likability

Brand Judgments (4 of 5)

- **Brand considerations:**

- Unless a consumer gives serious consideration to purchase, how highly they regard the brand is of little importance
 - Depends on the extent to which strong and favorable brand associations can be created
-
- ✓ *How personally relevant customers find the brand.*
 - ✓ *Crucial filter in terms of building brand equity.*

Brand Judgments (5 of 5)

- **Brand superiority:**

- Measures extent to which customers view the brand as unique:
 - And better than other brands

- ✓ *Extent to which customers view the brand as unique and better than other brands.*
- ✓ *Critical to building intense and active relationships with customers.*
- ✓ *Depends to a great degree on the number and nature of unique brand associations that make up the brand image.*

Figure 3-1: Brand Resonance Pyramid



Brand Feelings (1 of 3)

- Customers' **emotional responses and reactions** to a brand
- Brand feelings relate to the **social currency** evoked by the brand
- Feelings can be:
 - **Experiential and immediate**, increasing in level of intensity
 - **Private and enduring**, increasing in level of gravity

Brand Feelings (2 of 3)

- Six important types of brand-building feelings:

1. Warmth
2. Fun
3. Excitement
4. Security
5. Social approval
6. Self-respect



Brand Feelings (3 of 3)

Important brand building feelings:

- **Warmth**—Soothing feelings that make consumers feel a sense of calm or peacefulness.
- **Fun**—Upbeat feelings that make consumers feel amused, lighthearted, joyous, playful, and cheerful.
- **Excitement**—Ability of the brand to make consumers feel energized and experience something special.
- **Social approval**—Gives consumers a belief that others look favorably on their appearance and behavior.
- **Self-respect**—Brand makes consumers feel better about themselves.

The first three types of feelings are experiential and immediate, increasing in level of intensity.



Children love
Kraft Preserves and Jellies...on Quaker Oatmeal



25 flavornet all from Kraft Foods

7¢ OFF!

ON ANY KRAFT PRESERVES OR
JELLIES WITH COUPON INSIDE
SPECIALLY MARKED QUAKER OATS
AND MOTHER'S OATS PACKAGES.

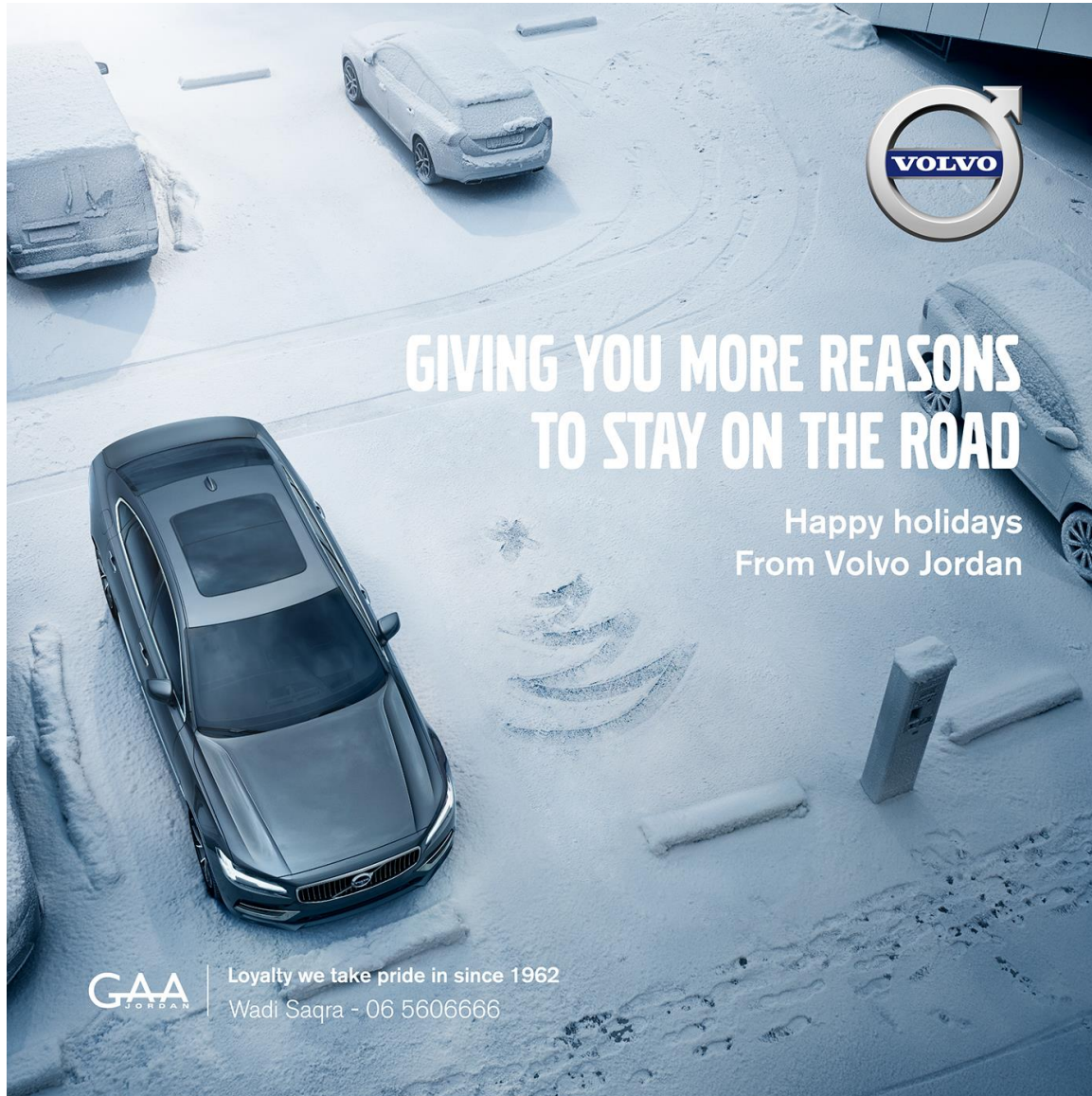


Quaker Oats and Mother's Oats are excepted the same.

Warmth—Soothing feelings that make consumers feel a sense of calm or peacefulness.



Fun—Upbeat feelings that make consumers feel amused, lighthearted, joyous, playful, and cheerful.



Security—Ability of a brand to produce a feeling of safety, comfort, and self-assurance.



Excitement—Ability of the brand to make consumers feel energized and experience something special.

Define “need”.

The all new SL 63 AMG.

Put simply, it's the ultimate roadster. The pinnacle of open top performance with a full aluminium body and an exhilarating V8 biturbo engine that delivers 395 kW of power and 800 Nm of torque. Needless to say, the all new SL 63 AMG is not for the faint hearted. Find out more at www.mercedes-benz.co.nz/amg



Social approval—Gives consumers a belief that others look favorably on their appearance and behavior.

NEW

BREEZE

with **ActivBleach**

Sige sa mantsa!

With the Unbeatable* Stain Removal Detergent

CREATIVE VISUALIZATION OF PRODUCT ACTION

*Based on lab test on common stains on knitted polyester vs. leading detergent powder, using detergent only.

P10 LANG!

BREEZE

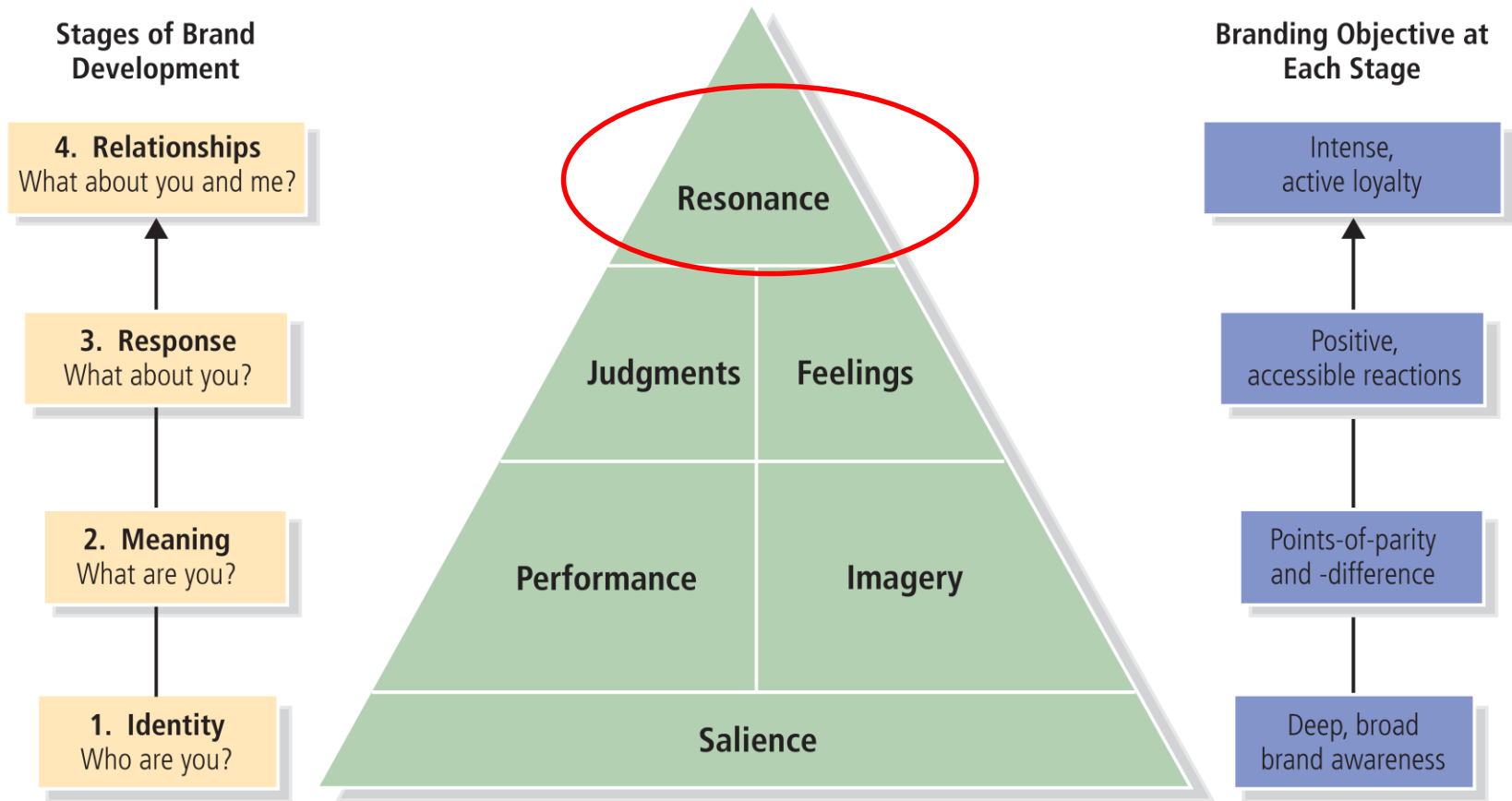
with **ActivBleach**

Powerful performance!

ASC# U045P112112B

Self-respect—Brand makes consumers feel better about themselves

Figure 3-1: Brand Resonance Pyramid



Brand Resonance (1 of 3)

- **Ultimate relationship** and level of identification that a customer has with a brand:
 - Describes the nature of the relationship
 - Extent to which customers **feel in sync** with the brand
 - Characterized in terms of intensity:
 - **Depth of the psychological** bond that customers have with a brand
- Four categories of brand resonance:
 - ***Behavioral loyalty***
 - ***Attitudinal attachment***
 - ***Sense of community***
 - ***Active engagement***

Brand Resonance (2 of 3)

- **Behavioral loyalty:**

- Repeat purchases and the amount or share of category volume attributed to the brand:
 - Share of category requirements

- **Attitudinal attachment:**

- Resonance requires a strong personal attachment
- Going beyond having a positive attitude:
 - Viewing the brand as something special

Brand Resonance (3 of 3)

- **Sense of community:**

- Brand may take on a broader meaning by conveying a sense of community
- Social phenomenon in which customers feel a kinship or affiliation with others associated with the brand

- **Active engagement:**

- Perhaps the strongest affirmation of brand loyalty
- Willing to invest time, energy, money, or other resources beyond those expended during purchase or consumption



Behavioral loyalty:

Repeat purchases and the amount or share of category volume attributed to the brand:
Share of category requirements



Attitudinal attachment:

Resonance requires a strong personal attachment
Going beyond having a positive attitude:
Viewing the brand as something special



Sense of community:

Brand may take on a broader meaning by conveying a sense of community

Social phenomenon in which customers feel a kinship or affiliation with others associated with the brand



Active engagement:

Perhaps the strongest affirmation of brand loyalty
Willing to invest time, energy, money, or other resources beyond those expended during purchase or consumption

Brand-Building Implications

- Marketers can assess their brand's progress in their brand-building efforts through the brand resonance model:
 - **Customers own the brand**
 - **Don't take shortcuts with brands**
 - **Brands should have a duality**
 - **Brands should have richness**
 - **Brand resonance provides important focus**
 - **Customer networks strengthen brand resonance**

Figure 3-1: Brand Resonance Pyramid



CBBE Model Examples

CBBE Model

HEINEKEN RESONANCE PYRAMID

Resonance

- Repeated purchase
- Loyal following
- Strong and wide online community
- Strong positive perception: association with happiness and pleasure

Judgments

- Very recognizable brand image
- Trustworthy brand
- Quality
- A choice of consideration during purchase
- Superiority

Performance

- Universal premium larger beer
- Long story and heritage: universal beer
- "Universal" taste
- Design and packaging: iconic brand name
- Sustainable brewer (Environment reports + Charities)



Feelings

- Having fun
- Pleasure
- Relaxation (after work and during holidays)
- Fashionable and trendy


Imagery

- Young male
- Highly sociable
- Self-Confidence
- Trendy
- Party goes
- Special moments / events

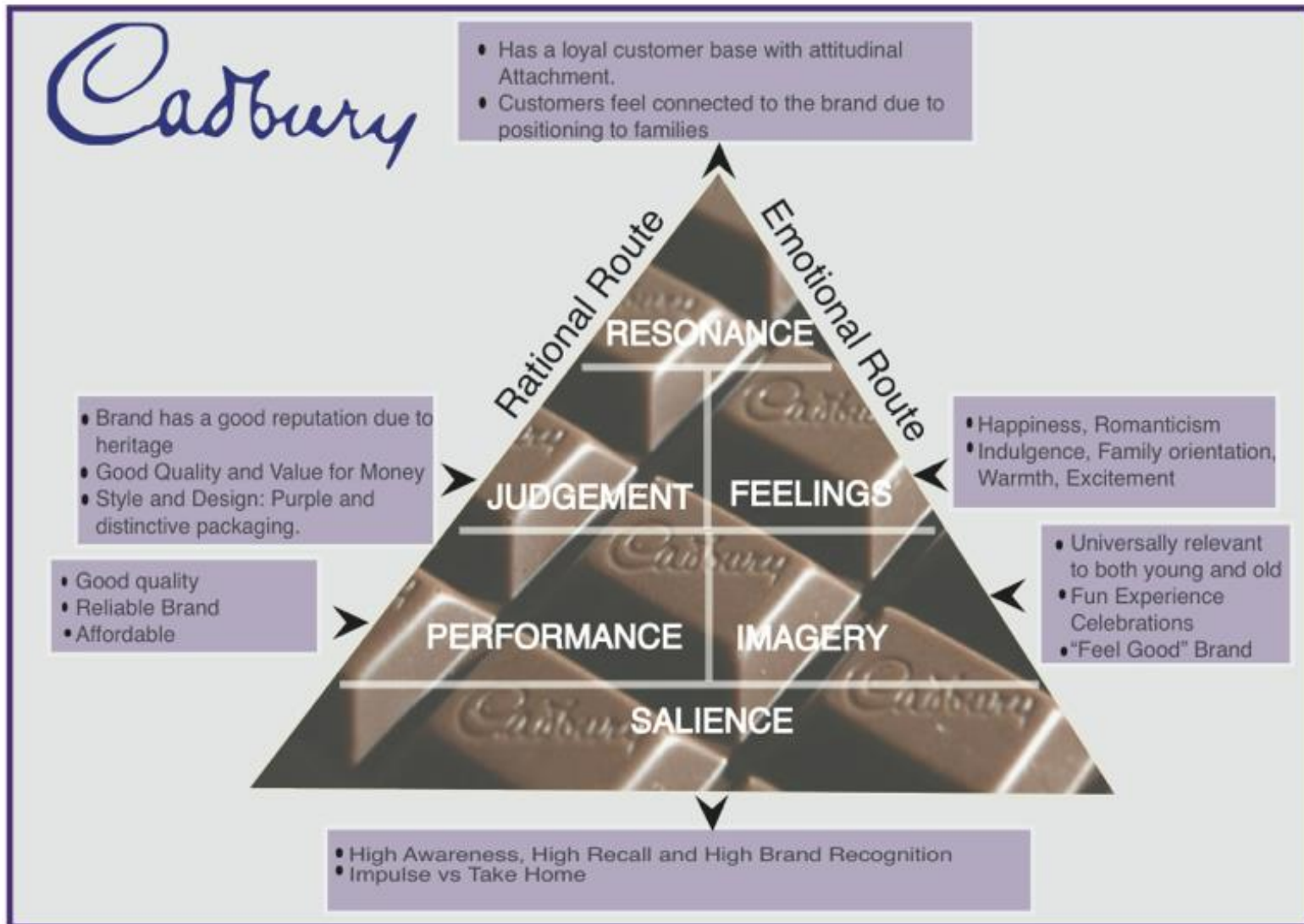
Salience

- Global branding: green bottle + Red star
- Huge and strong advertising campaigns
- Sharing good moments
- Friendship

CBBE Model

	CONSUMER BASED BRAND EQUITY PYRAMID
Salience	Furniture Retailer
Imagery	Scandinavian, Price-conscious, Family friendly, Versatility, Innovative & Inspirational
Performance	Furniture leader, Low prices Function and diverse designs, DIY Short term home solutions, Lifetime guarantee
Feelings	Welcoming layout, Fun, IKEA Effect (DIY Self-respect) Socially accepted Familiar environment (security)
Judgment	"Good Deal" happiness, Low quality, Not durable Convenient flat-pack Good customer service
Resonance	Rapid purchase (cheap) Price- & distance-sensitive loyalty – low attachment IKEA Hackers & online fan community Strong engagement

CBBE Model

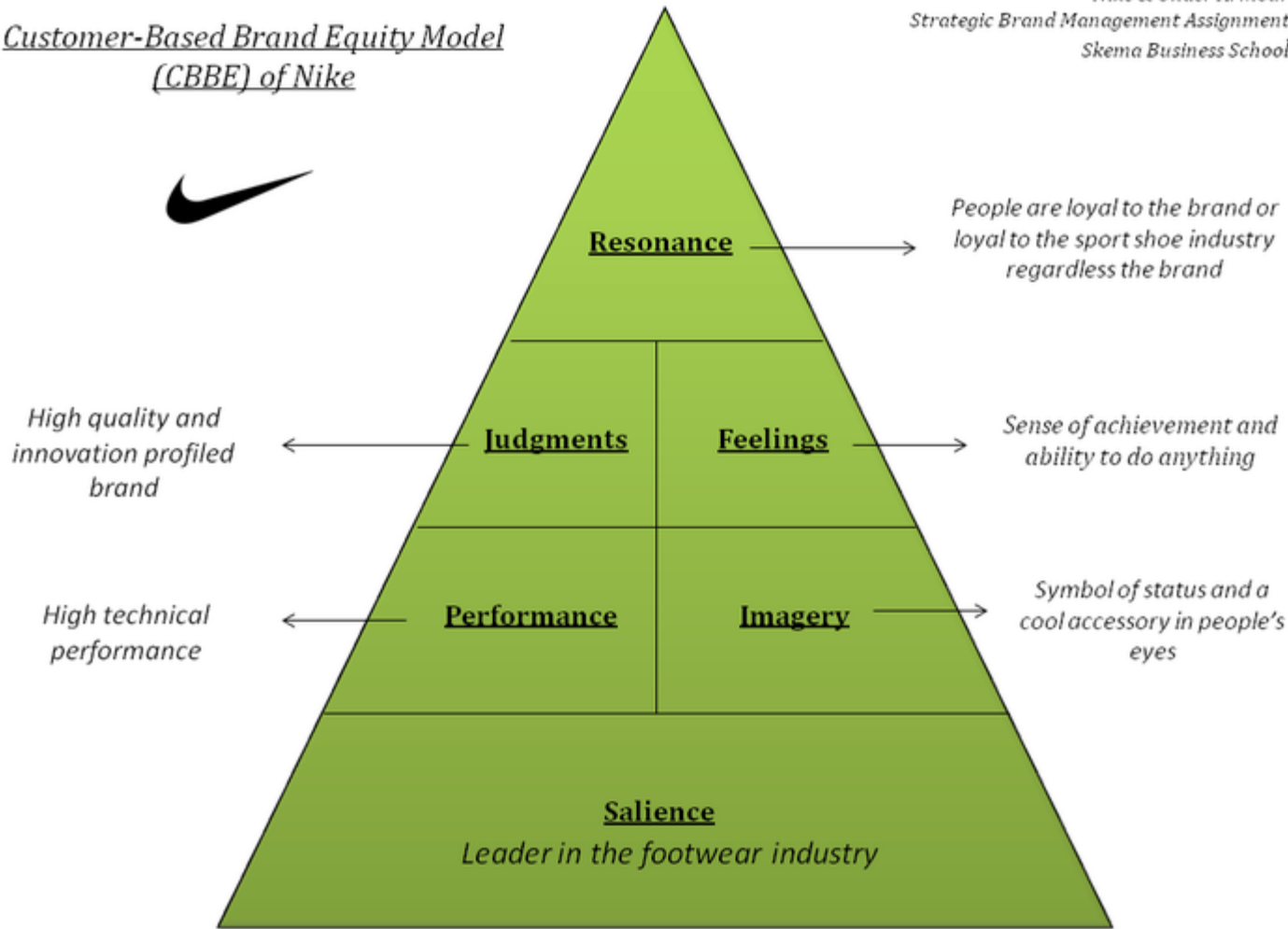


CBBE Model

*Customer-Based Brand Equity Model
(CBBE) of Nike*



*Nike & Under Armour
Strategic Brand Management Assignment
Skema Business School*



CBBE Model

BRAND RESONANCE PYRAMID CBBE

RESONANCE

- Strong brand loyalty.
- Same theme of advertisements
iconic Chanel.

JUDGEMENTS

- Overpriced.
- Value for money.

FEELINGS

- Sense of high social status / price.

PERFORMANCE

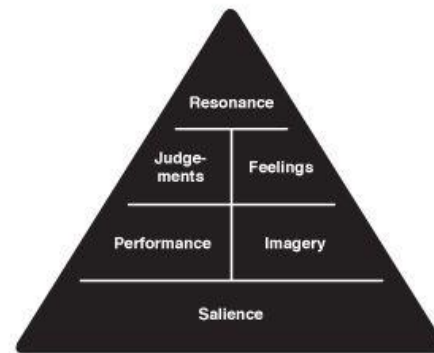
- Good quality.
- Durable.

IMAGERY

- Themed use of black and white.
- Emphasises luxury / sophistication.

SALIENCE

- Iconic brand status.
- Low recall rates, high brand
recognition.



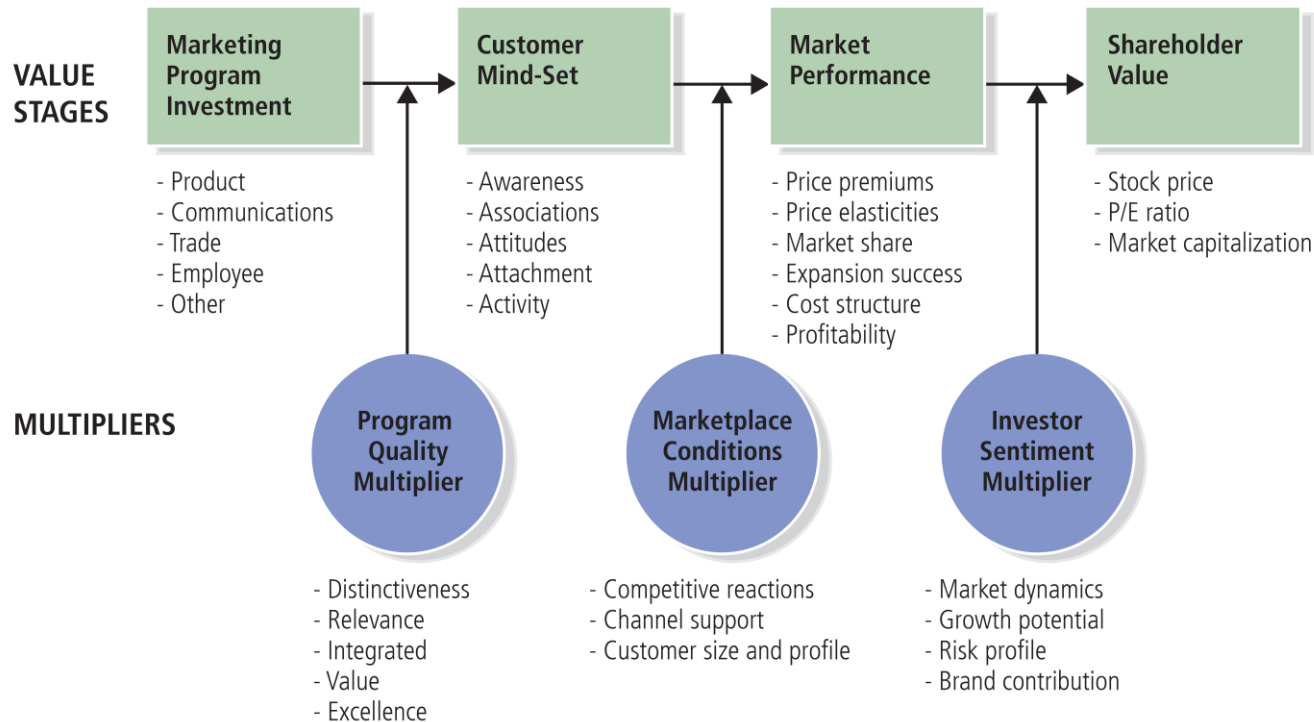
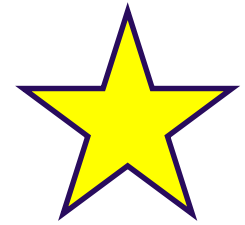
BRAND VALUE CHAIN

The Brand Value Chain

- Structured approach to:
 - **Assessing the sources and outcomes of brand equity and the manner by which marketing activities create brand value**



Figure 3-5: Brand Value Chain



Brand value chain—Implications:

- Value creation begins with the marketing program investment.
- Value creation requires more than the initial marketing investment.
- Provides a detailed road map for tracking value creation that can make marketing research and intelligence efforts easier.

The Brand Value Stages (1 of 6)

- Marketing program investment:
 - Any marketing program investment that can contribute to brand value development:
 - Intentional or not
- **Program quality multiplier:**
 - **DRIVE:**
 - **Distinctiveness**
 - **Relevance**
 - **Integrated**
 - **Value**
 - **Excellence**

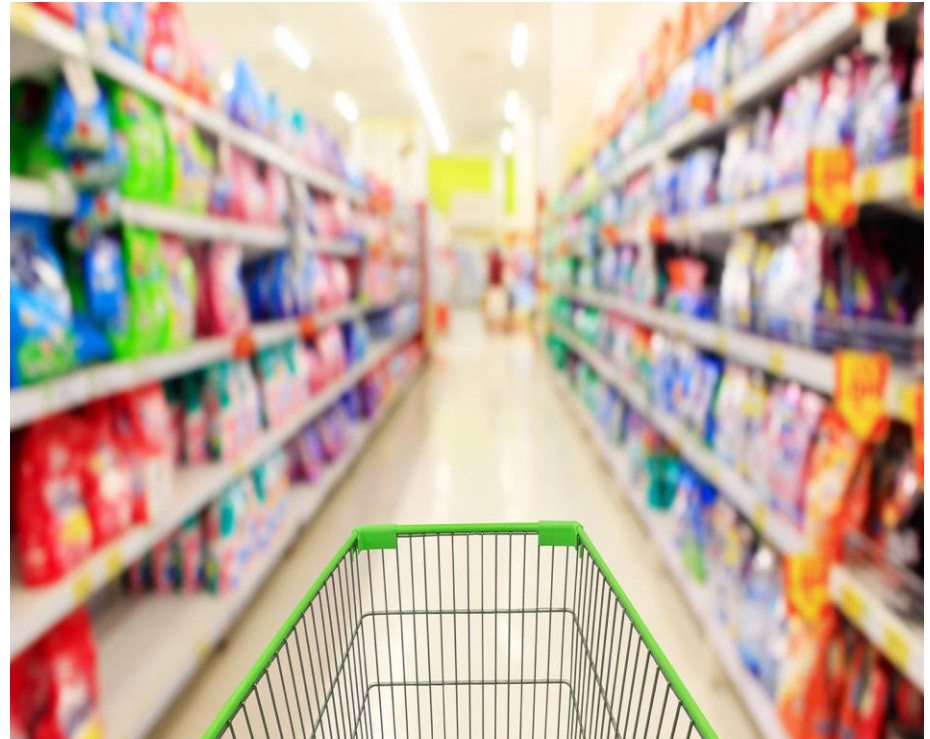
The Brand Value Stages (2 of 6)

- **Customer mind-set:**

- Includes everything that exists in the minds of customers with respect to brand:
 - Brand awareness
 - Brand associations
 - Brand attitudes
 - Brand attachment
 - Brand activity

The Brand Value Stages (3 of 6)

- **Marketplace conditions multiplier:**
 - Extent to which value created depends on factors beyond the individual customer:
 - **Competitive superiority**
 - **Channel and other intermediary support**
 - **Customer size and profile**



The Brand Value Stages (4 of 6)

- **Market performance:**
 - Price premiums
 - Price elasticities
 - Market share
 - Brand expansion
 - Cost structure; reduced marketing program expenditures
 - Brand profitability

The Brand Value Stages (5 of 6)

- **Investor sentiment multiplier:**
 - Financial analysts and investors arrive at their brand valuations and investment decisions through the following:
 - Market dynamics
 - Growth potential
 - Risk profile
 - Brand contribution
- **Shareholder value:**
 - Financial marketplace formulates opinions and assessments
 - Direct financial implications for brand value

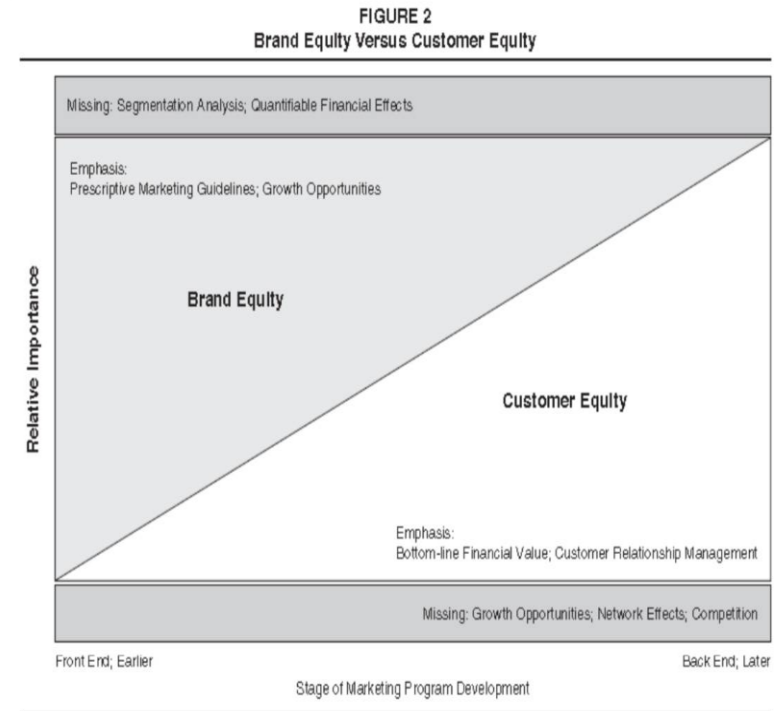
The Brand Value Stages (6 of 6)

- **The brand value chain has numerous implications:**
 - Value creation begins with the marketing program investment
 - Value creation requires more than an initial marketing investment
 - **Brand value chain provides a detailed road map for tracking value creation**



Brand Equity vs. Customer Equity

Brand equity is **what decides the brand's worth**. We can define it as a bundle of value and strength. In contrast, **customer equity** relates to the lifetime values that are important to consumers



Brand Equity vs. Customer Equity

Table 1-1

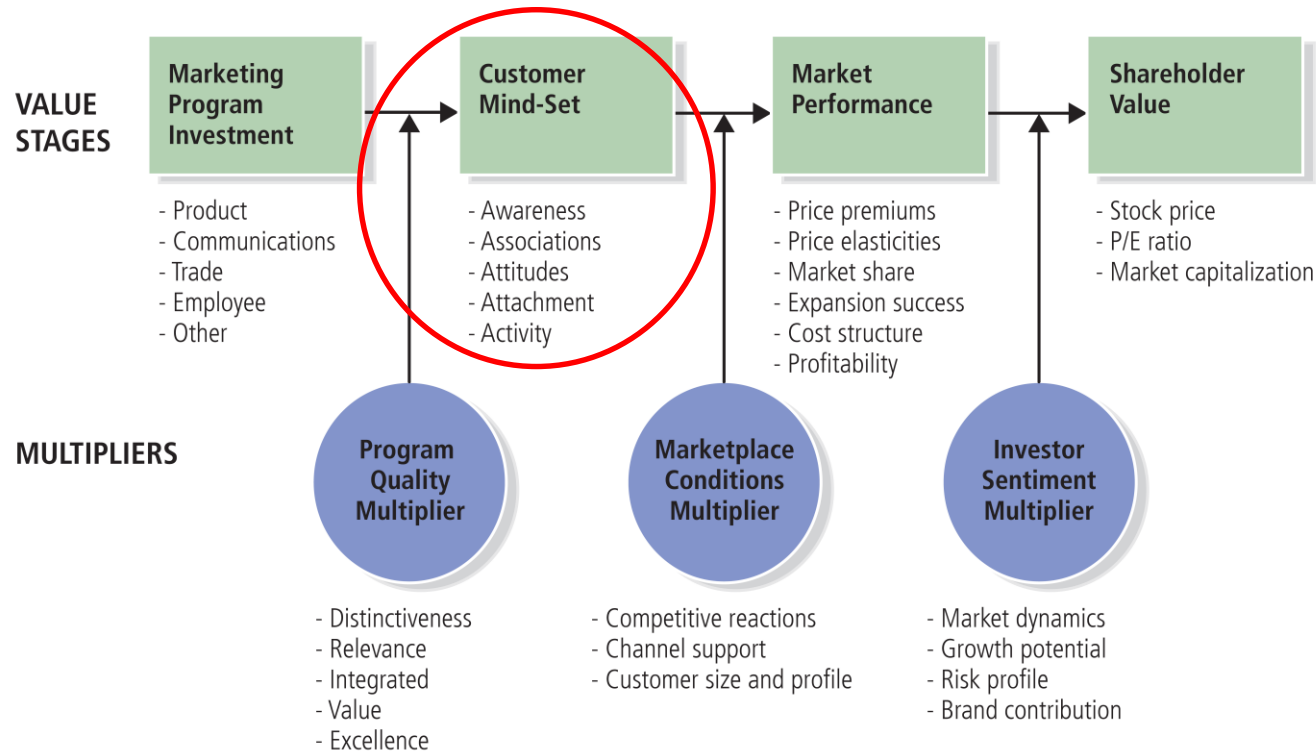
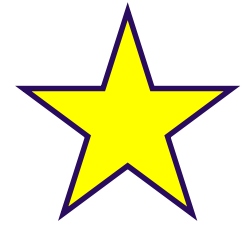
Features of the Brand Equity and Customer Equity Approaches

<i>Marketing Activity</i>	<i>Brand Equity</i>	<i>Customer Equity</i>
Product and service quality	Create strong customer preference	Creaf high customer retention rates
Advertising	Create brand image and position	Create customer affinity
Promotions	Deplete brand equality	Create repeat buying and enhanced lifetime value
Production development	Use brand name to create flankers and related products	Acquire products to sell to the installed customer base
Segmentation	Customer characteristics and benefit segmentation	Behavioral segmentation based on customer database
Channels of distribution	Multistage distribution system	Direct distribution to customer
Customer service	Enhance brand image	Create customer affinity

Brand Equity vs. Customer Equity

- Brand equity focuses on the strategic issues that may occur while managing a brand. Meanwhile, customer equity's main concern is the **financial value** that the brand gets from the customers. **Customer equity is a much broader alternative**, as it can often ignore a brand's optional value.

Figure 3-5: Brand Value Chain

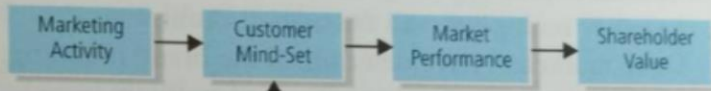


Brand value chain—Implications:

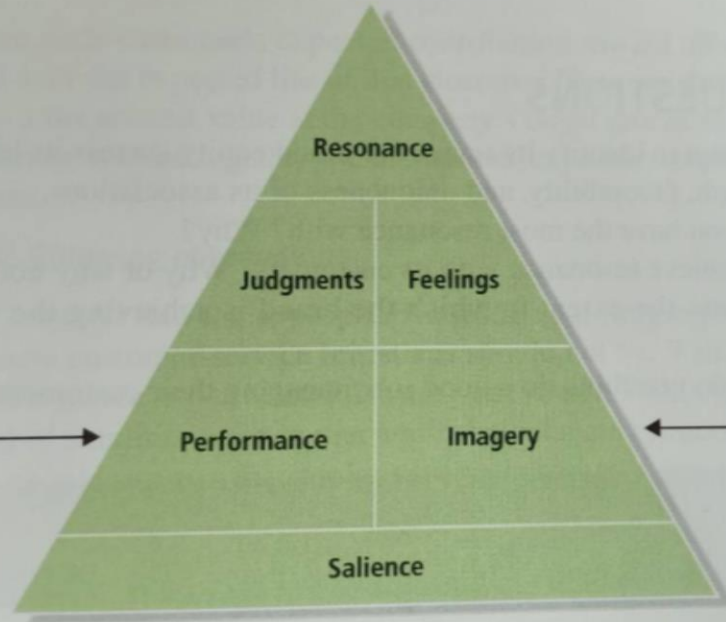
- Value creation begins with the marketing program investment.
- Value creation requires more than the initial marketing investment.
- Provides a detailed road map for tracking value creation that can make marketing research and intelligence efforts easier.

A Comprehensive Set of Brand Metrics

3. Brand Value Chain Model



2. Brand Resonance Model

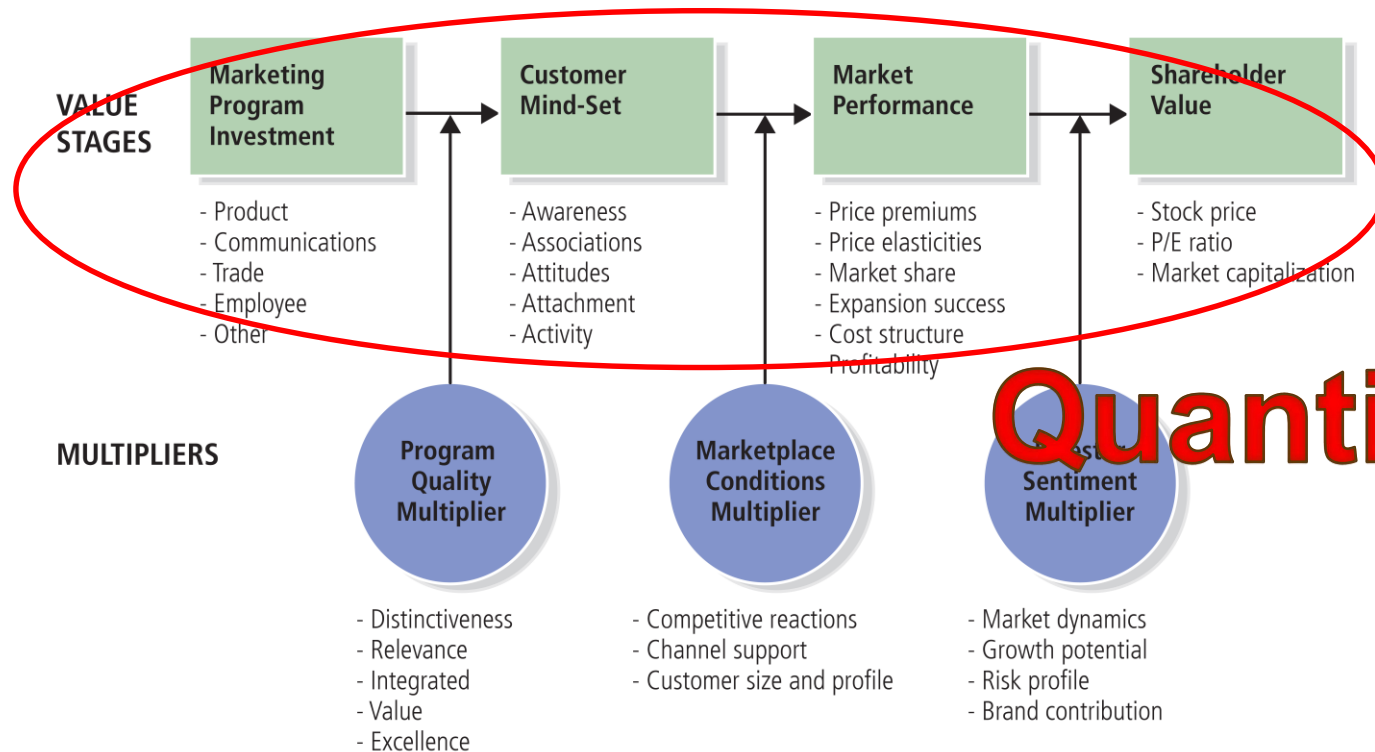
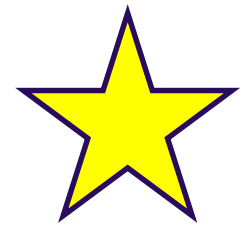


1. Brand Positioning Model



FIGURE 3-6
The Brand Planning Models

Figure 3-5: Brand Value Chain



Brand value chain—Implications:

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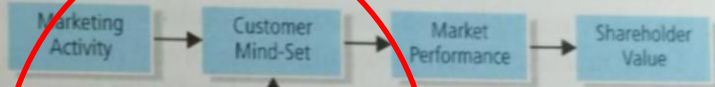
Branding KPIs

Measure	Reach	Act	Convert	Engage
Brand measures	<ul style="list-style-type: none"> ▶ Unique visitors ▶ New visitors ▶ Brand/direct visits ▶ Audience share (vs competitors) 	<ul style="list-style-type: none"> ▶ Lead volume ▶ % product/service interactions ▶ Pages per visit 	<ul style="list-style-type: none"> ▶ Sales volume ▶ Lead volumes ▶ Follower or fan volumes 	<ul style="list-style-type: none"> ▶ Email list quality ▶ Repeat transactions ▶ Repeat visits ▶ Exit surveys - 4Q
Content performance measures	<ul style="list-style-type: none"> ▶ Share of audience ▶ Key sites with your content visible in search ▶ Follower or Fan volumes ▶ Share of search / search presence (findability) ▶ Inbound links ▶ Referring domains 	<ul style="list-style-type: none"> ▶ Page engagement rate (Bounce, pages per visit, duration) ▶ Shares by users (shareability) ▶ PostRank score ▶ Comments and site interactions 	<ul style="list-style-type: none"> ▶ Lead sign-up and conversion rate by engagement tool ▶ Subscription to email or RSS 	<ul style="list-style-type: none"> ▶ Active customers % (site and email active) ▶ Conversion to Fan or Follower ▶ % social interactions with content such as Fan page comments ▶ Repeat conversion rate ▶ Email open and CTR
Commercial measures	<ul style="list-style-type: none"> ▶ Cost per click and cost per sale ▶ Brand awareness 	<ul style="list-style-type: none"> ▶ Goal value per visit ▶ Online lead contribution (£, % of total) ▶ Cost per lead ▶ Customer satisfaction 	<ul style="list-style-type: none"> ▶ Conversion rate to sale ▶ Channel conversion rate ▶ Online-originated sales, revenue and product ▶ Avg order value or cost per sale 	<ul style="list-style-type: none"> ▶ Retained sales growth and volume ▶ Revenue per visit ▶ Revenue per channel and category ▶ Lifetime value of customer / loyalty

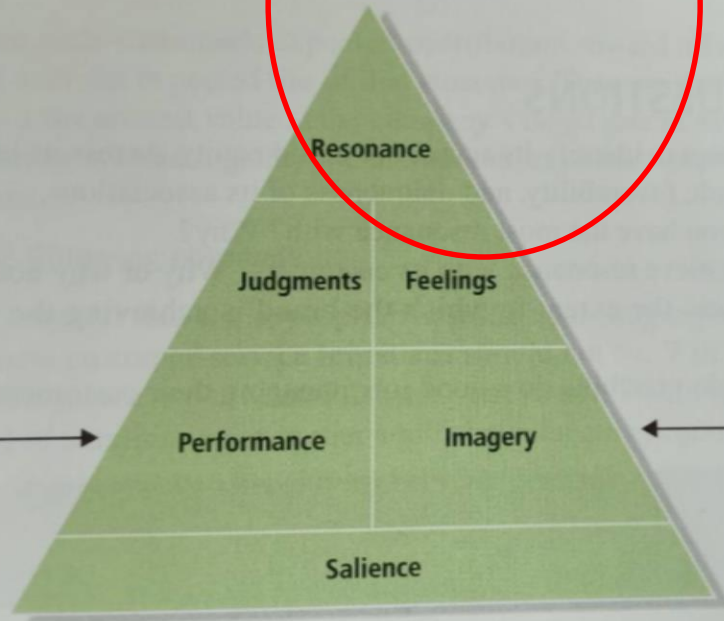
Quantitative

A Comprehensive Set of Brand Metrics

3. Brand Value Chain Model



2. Brand Resonance Model



1. Brand Positioning Model



FIGURE 3-6
The Brand Planning Models

Group Assignment:

CBBE Model - Coca Cola Brand Analysis



1. **Please read the below article of Coca Cola**
 - [cocacolabranding – Coca Cola Emotional Branding Strategy \(wordpress.com\)](#)
2. **Then discuss in your group to answer the following questions.**
 - 2.1 How has the company used the CBBE Model to successfully build brand resonance?
 - 2.2 How would you use the CBBE Model to further strengthen and grow Coca Cola's brand equity in the future?
 - 2.3 Why do you think the CBBE Model is an important tool for Brand Managers? Please explain.
3. **You are to create a 3 page ppt slide by answering the above questions.** You are encouraged to use visuals, graphics, charts, etc., and be creative in terms or content and visual to get your points across to me. Please feel free to do research to support your rationale.

Due next class: We will have discussion (no need to present)



COCA COLA EMOTIONAL BRANDING STRATEGY

Author: cocacolabranding

BRAND RELATIONSHIPS - RESONANCE

- [cocacolabranding – Coca Cola Emotional Branding Strategy \(wordpress.com\)](https://www.cocacolabranding.com)



