



Een Kritische (Neuro) Noot

Op Byron Sharp en *How Brands Grow*

Webinar

	OLD WORLDVIEW	SHARP'S WORLDVIEW
HOW BUYERS BUY	Buyers respond to positioning	Buyers are satisficers
HOW BUYERS VIEW BRANDS	Emotional connection	Behavioral loyalty
HOW MARKETERS WIN	Best targeting, messaging and USP wins	Most mental and physical availability wins
HOW BRANDS GROW	Keeping customers happy	Winning new customers

'Byron Sharp is ignoring 60 years of published work' /

Oxford marketing professor Felipe Thomaz explains why he believes that the ideas in *How Brands Grow* don't work

James Swift /

30 SEP 2022

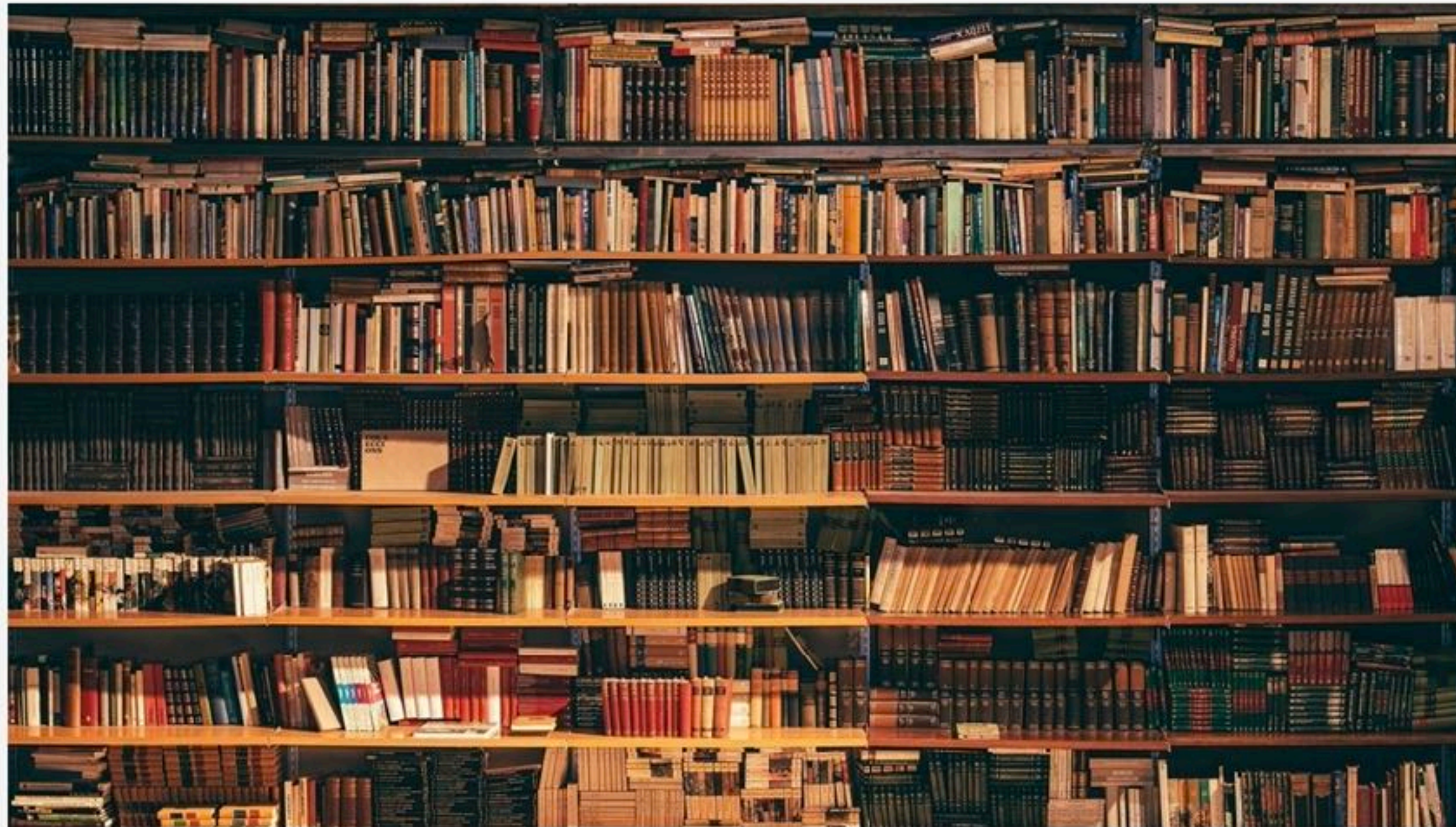


Photo by [Alfons Morales](#) on [Unsplash](#)

Reject *How Brands Grow* and a lot of marketers would probably look at you like you were denying gravity.

While someone will occasionally query whether Byron Sharp's laws of growth apply in specific environments, the basic premise of his book is unassailable, as far as many people in the industry are concerned.

But Felipe Thomaz, an associate professor of marketing at Oxford University's Saïd Business School, is not one of those people.

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#1

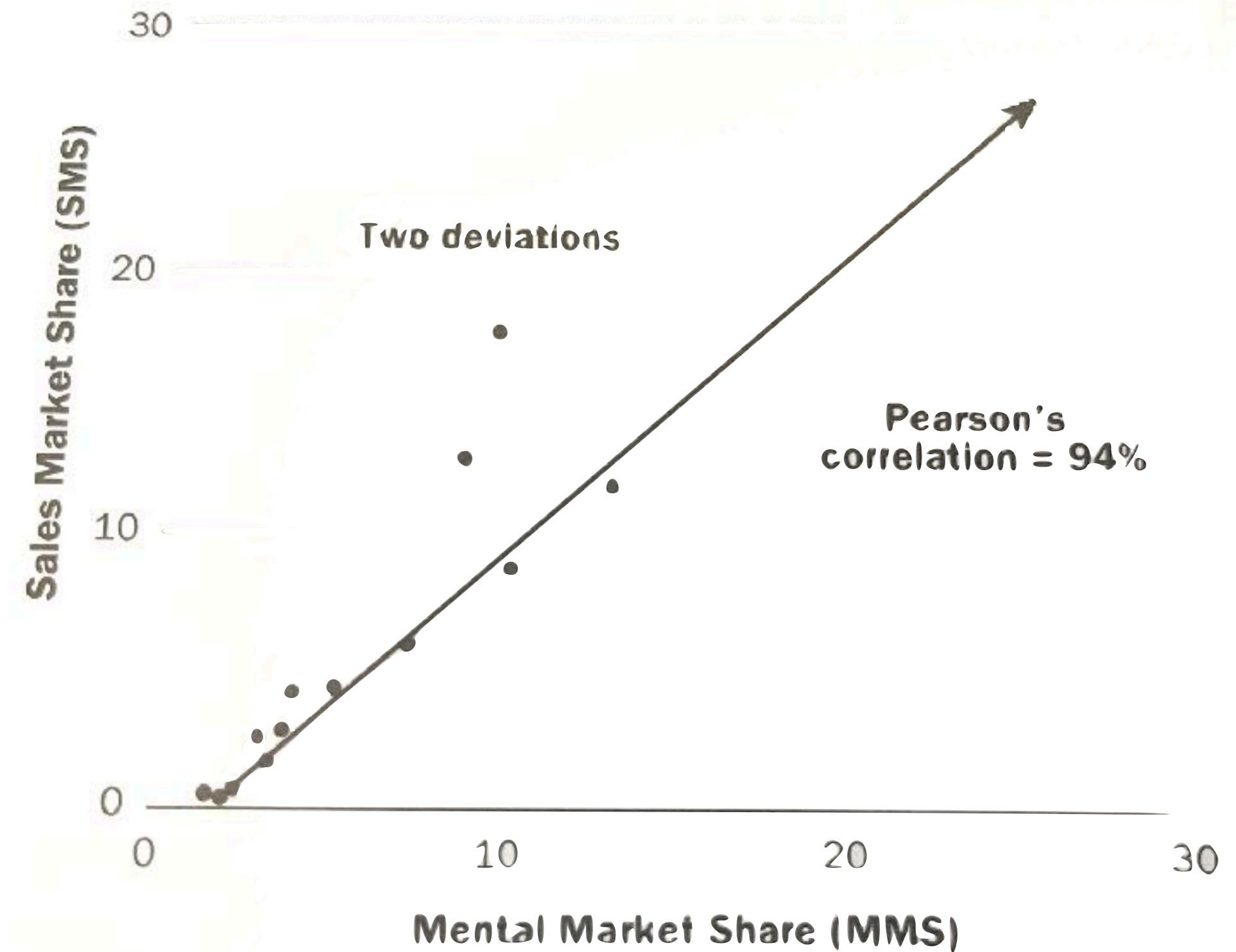
De rol van emotie & imago

"Mental availability measures what evokes the brand, whereas brand trackers tend to focus on what does the brand evoke."

- Byron Sharp

Association Network Drives Growth

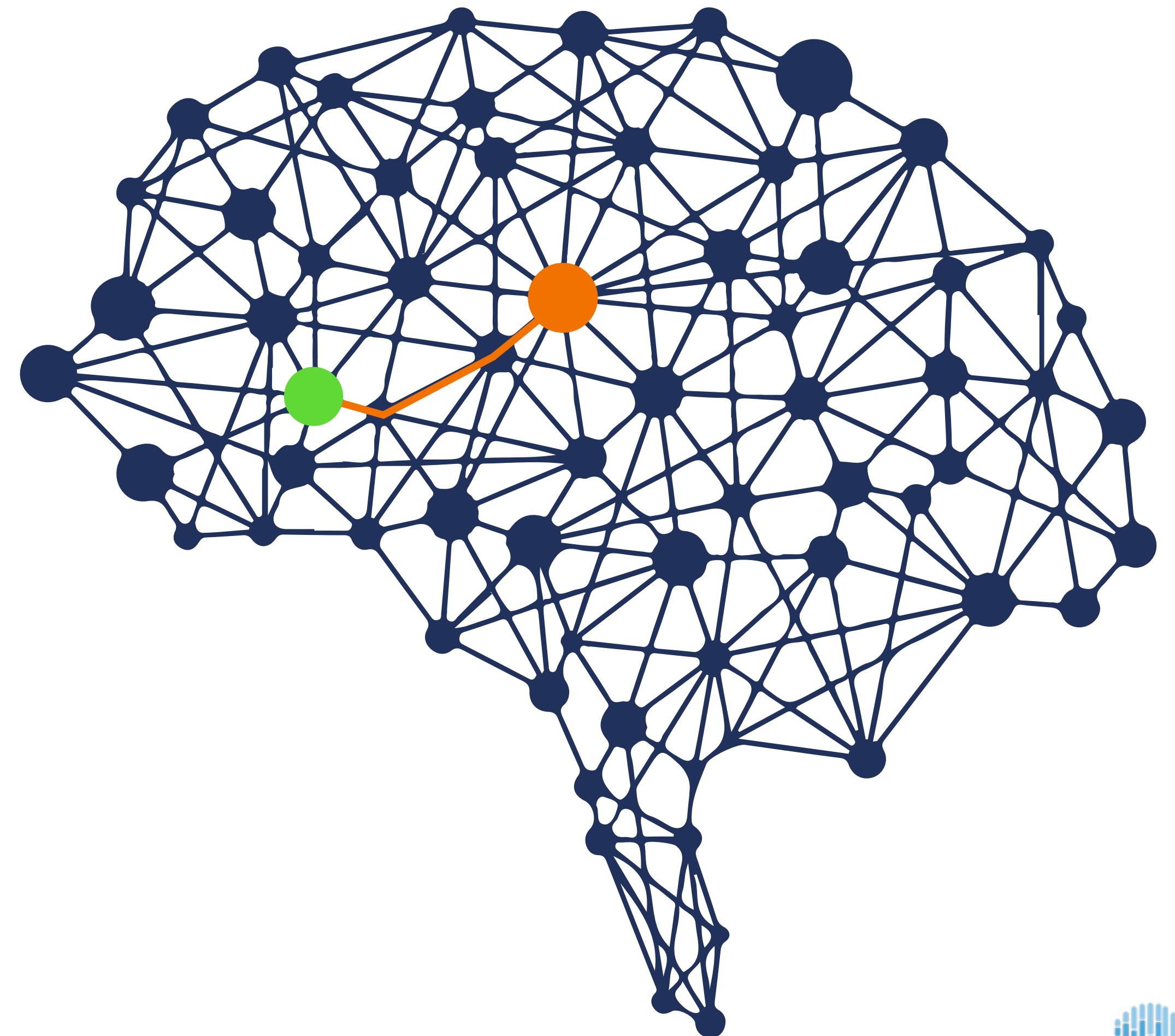
- **Network Size** of brand memory predicts future growth better than attitudes and intent (Ngo et al., 2021, Stocchi et al., 2021, Romaniuk, 2023).



(Romaniuk, 2023)

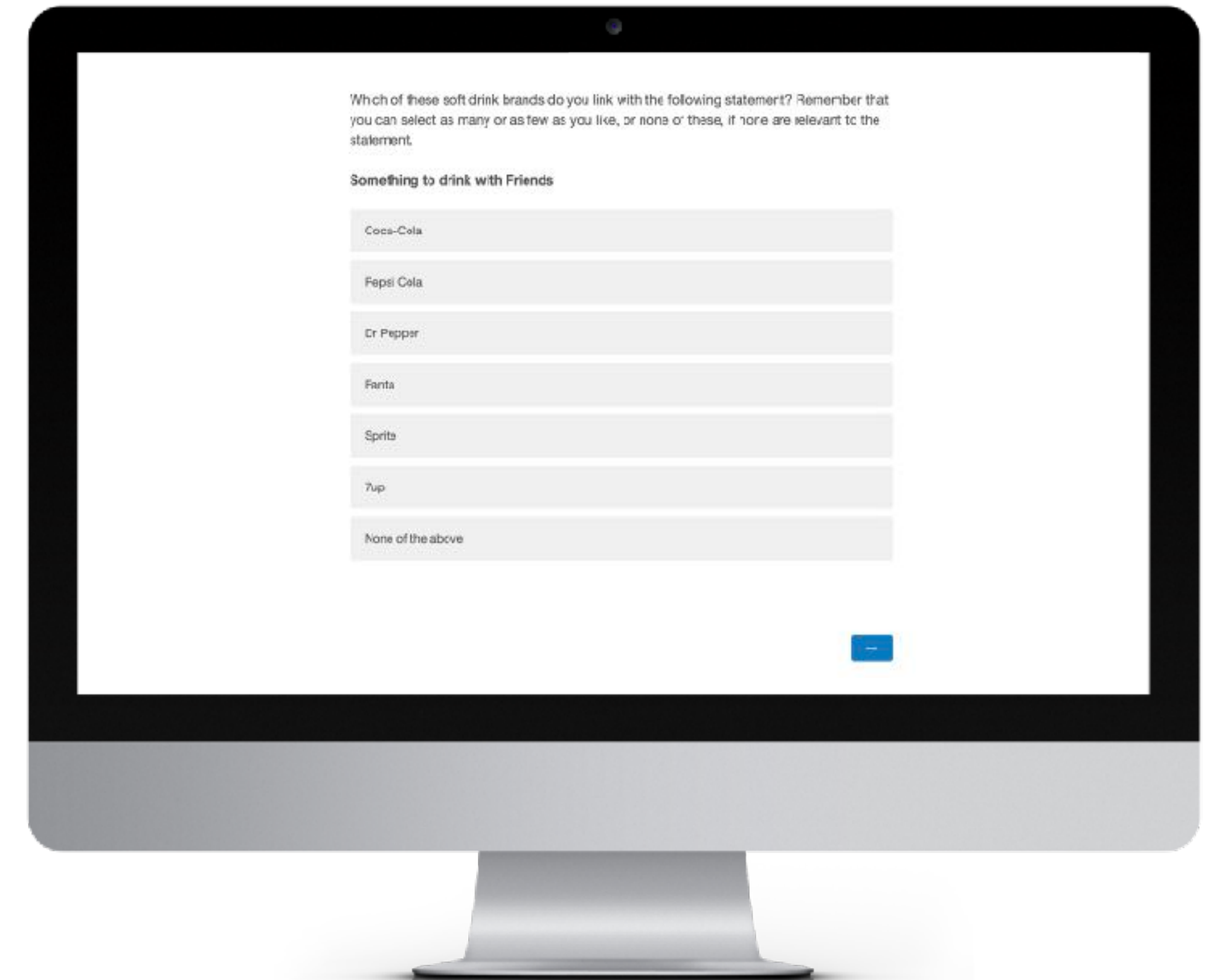
Category Entry Points. **Building blocks of mental availability**

- Situations that naturally occur in consumer needs
- The driver behind context-dependent awareness
- Strong brands have a lot of CEPs (but don't have to 'own' them)



Measuring CEPs

- How to get an unbiased read on brand-CEP linkages
 - Display single CEP > Respondent selects brands that apply (don't use scales, as this crushes differences)
 - Use brand list with large, medium and selection of smaller brands



$$\text{Mental Market Share} = \frac{\text{number of brand+CEP links}}{\text{total number of CEP links}}$$

En Imago dan?



Brand Tracking. Modules

Interval: Kwartaal

1. Basis

- Awareness (non-buyers)
- Attitude
- Funnel metrics

Interval: Kwartaal

2. Imago (Impliciet)

- Unravel's Motivatiemodel
- Zelf te bepalen associaties

Interval: Kwartaal

3. Merkbereik marketing

- Effectief bereik per campagne
- Branded bereik



Interval: (half)Jaarlijks

4. Category Entry Points (CEPs)

- Mentaal Marktaandeel
- Netwerkgrootte
- Mentale penetratie

Interval: (half)Jaarlijks

5. Brand Assets

- Fame
- Uniqueness

Interval: (half)Jaarlijks

6. Gedrag

- Frequentie
- Light vs. Heavy users
- Merk



Posted on [August 14, 2018](#) by [ByronSharp](#)

[← Previous](#) [Next →](#)

Some inconvenient truths about brand image perceptions

A cautionary note....

Marketers spend quite a lot of money tracking perceptions of the brand. There is some use in gathering this information at least once in a while, because if you know how consumers see your brand you can use this knowledge to craft your advertising (and other things like packaging) to look like you, so it will work more for you and is less likely to mistakenly work for competitors. But this is not how image tracking is usually used.

Instead marketers look at small changes in particular brand associations, e.g. we are up a bit on "community minded" but down a bit on "a brand I can trust" and try to infer some significance. What do such shifts mean?

Het is een kwestie van attributen

- **Evaluatieve** merk-attributen zijn het gevolg van sales, niet de oorzaak (Sharp, 2013)
- Pauwels (2021) onderzocht 153 merken. Bij **high-involvement** categorieën veranderde eerst imago!
- Maar **doelgerichte** merk-attributen zijn wel zinvol. Maar... eigenlijk zijn het impliciete CEP's!

Evaluatieve attributen

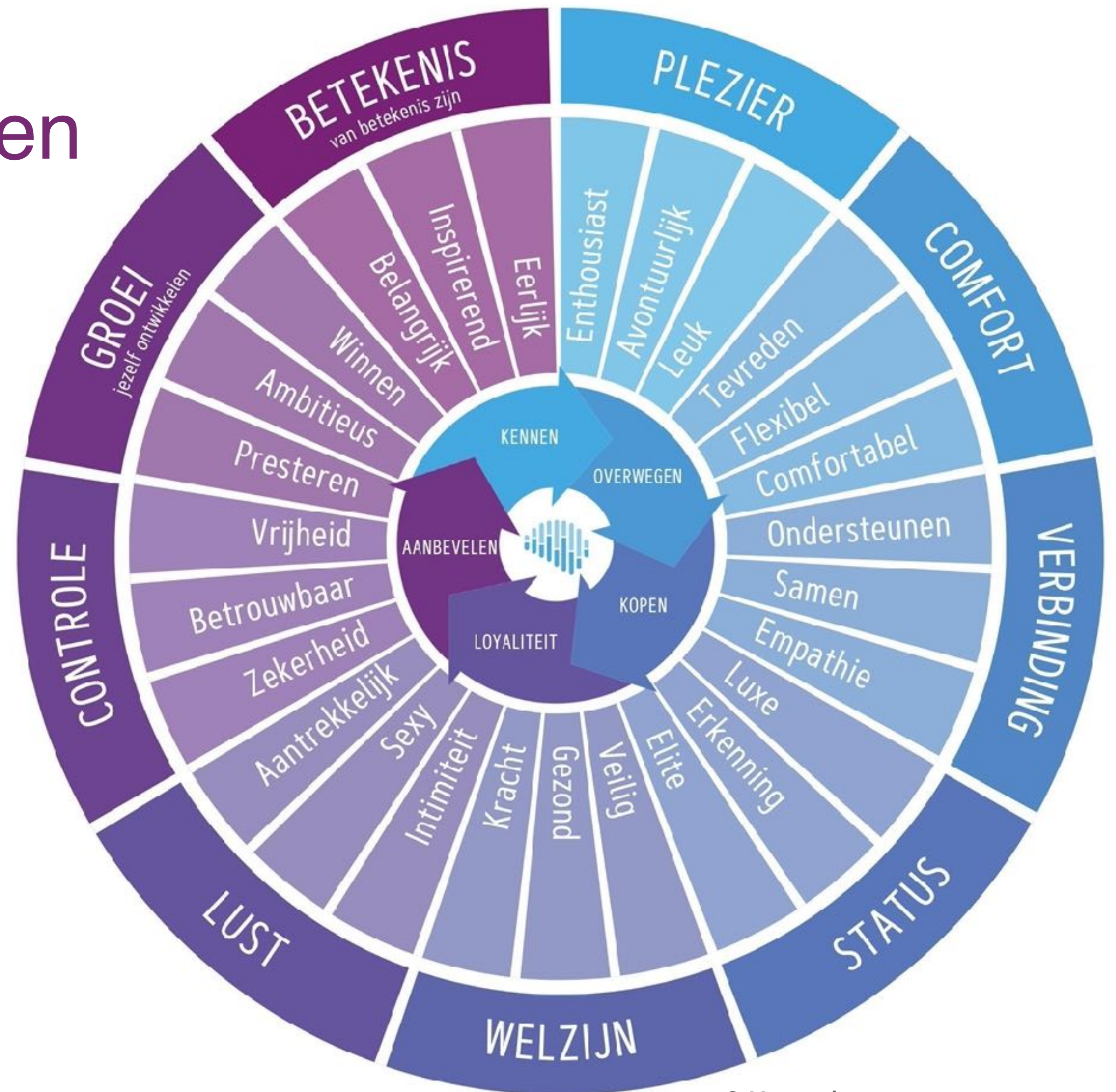
*Betrouwbaar
Aantrekkelijk
Sympathiek
Eerlijk*

Doelgerichte attributen

*Duurzaam
Verfrissend
Hoge status*

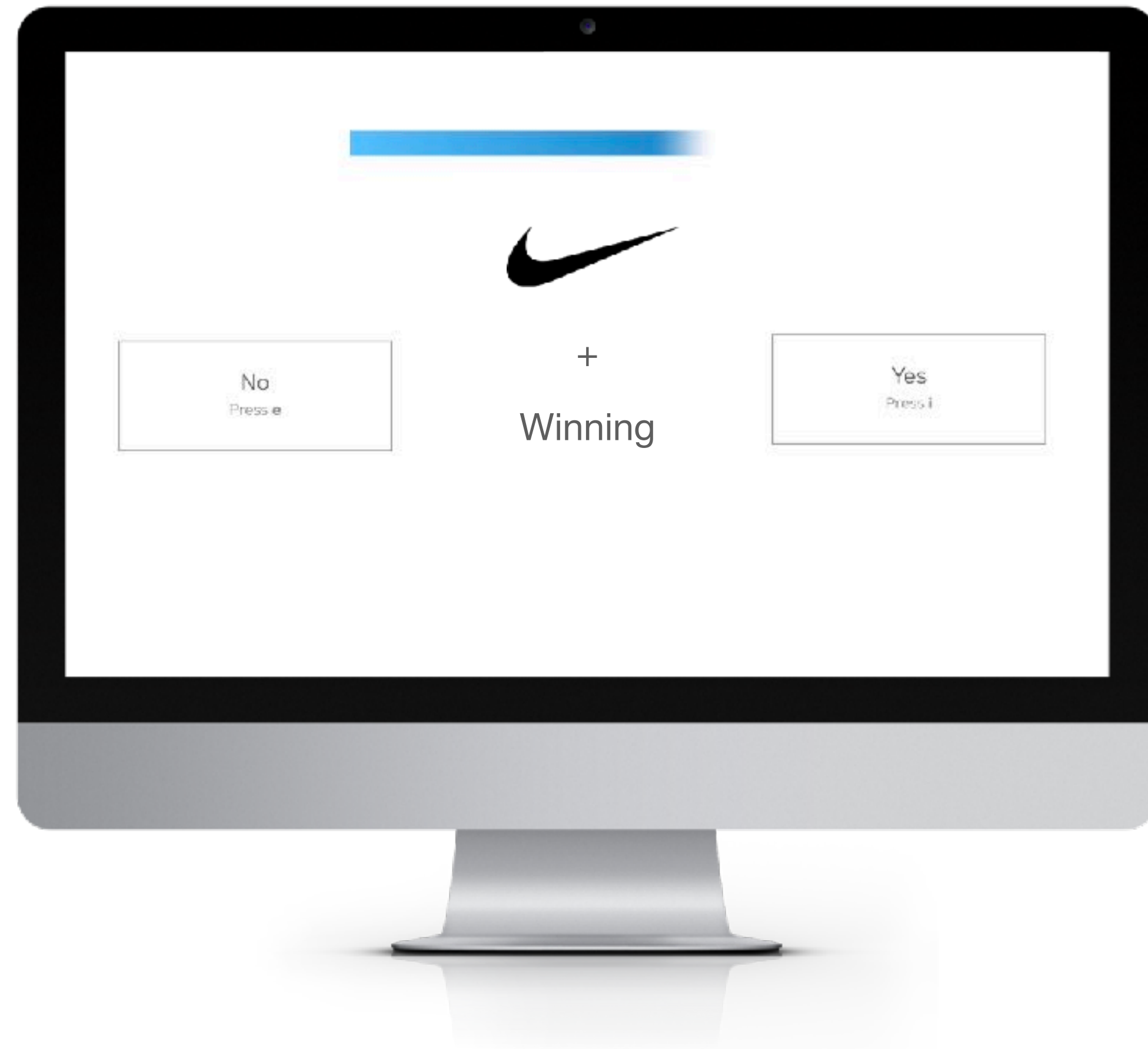
Doelgerichte merkattributen

- Niet elke CEP is bewust en sociaal wenselijk, maar toch leidt het verkoop
- Meet imago op kernmotivaties van mensen



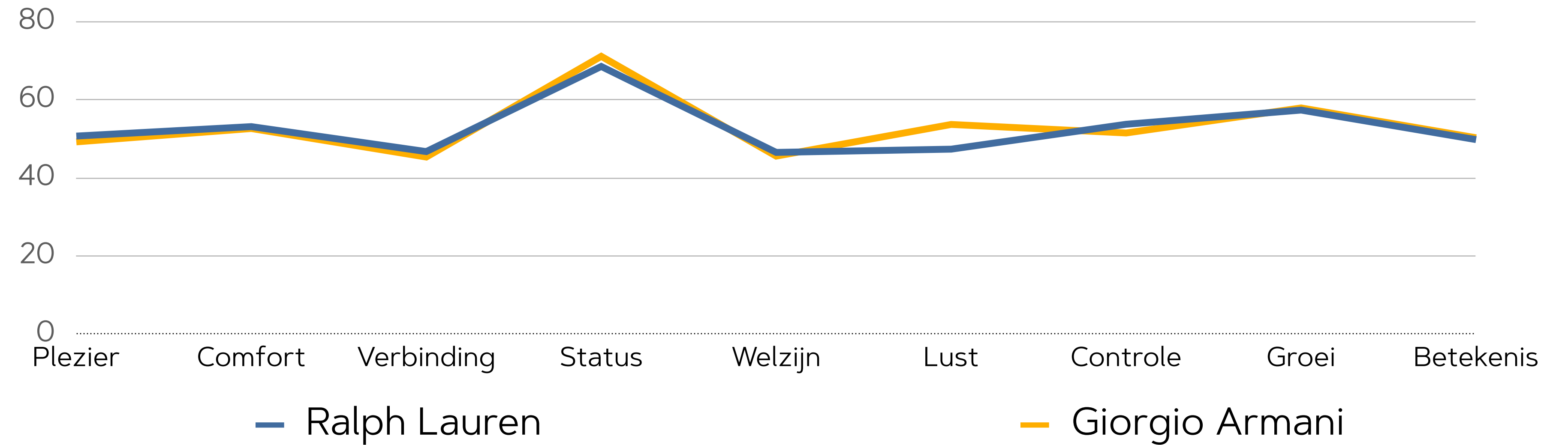
Measure Implicit Brand Associations

- ✓ Response time reveals associative strength
- ✓ Unravel has developed the IRT to efficiently measure brand-image associations

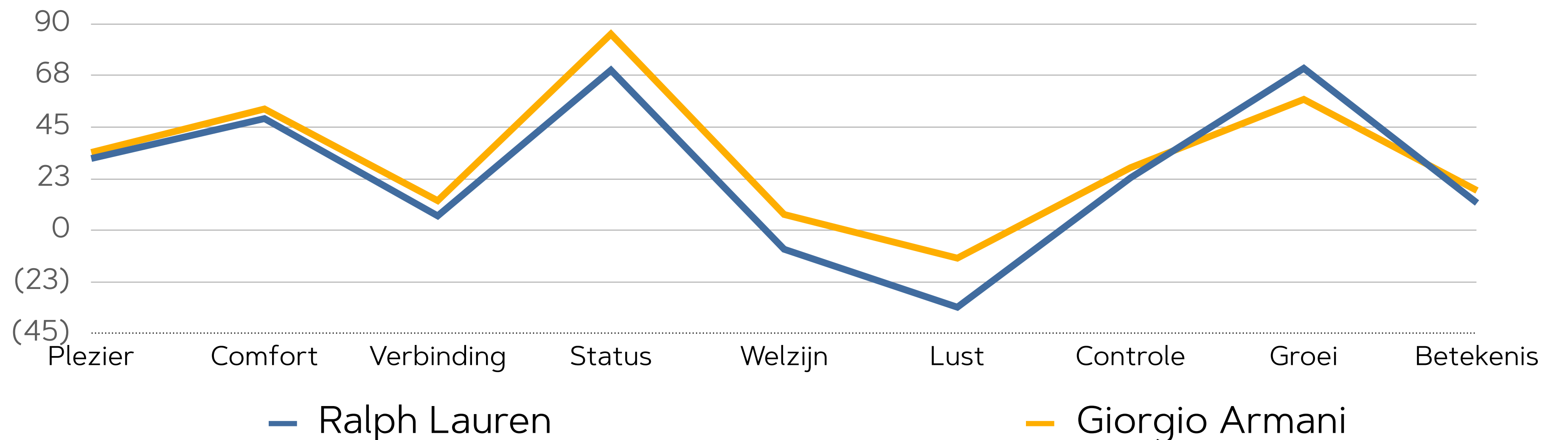


Case. Ralph Lauren vs. Giorgio Armani

Traditional
Questionnaire



Intuitive
Response
Test



#2

Differentiatie versus
Opvallendheid

asnr bank

Groene bedoelingen?
Stap gemakkelijk over

Met je betaalrekening

Met je zakelijke rekening



Differentiation VS Distinctiveness



✘ Meaningful differentiation

- ▶ Values/Archetypes/Brand Persona
- ▶ Unique Selling Proposition
- ▶ Strategic Advantages

✔ Meaningless distinctiveness

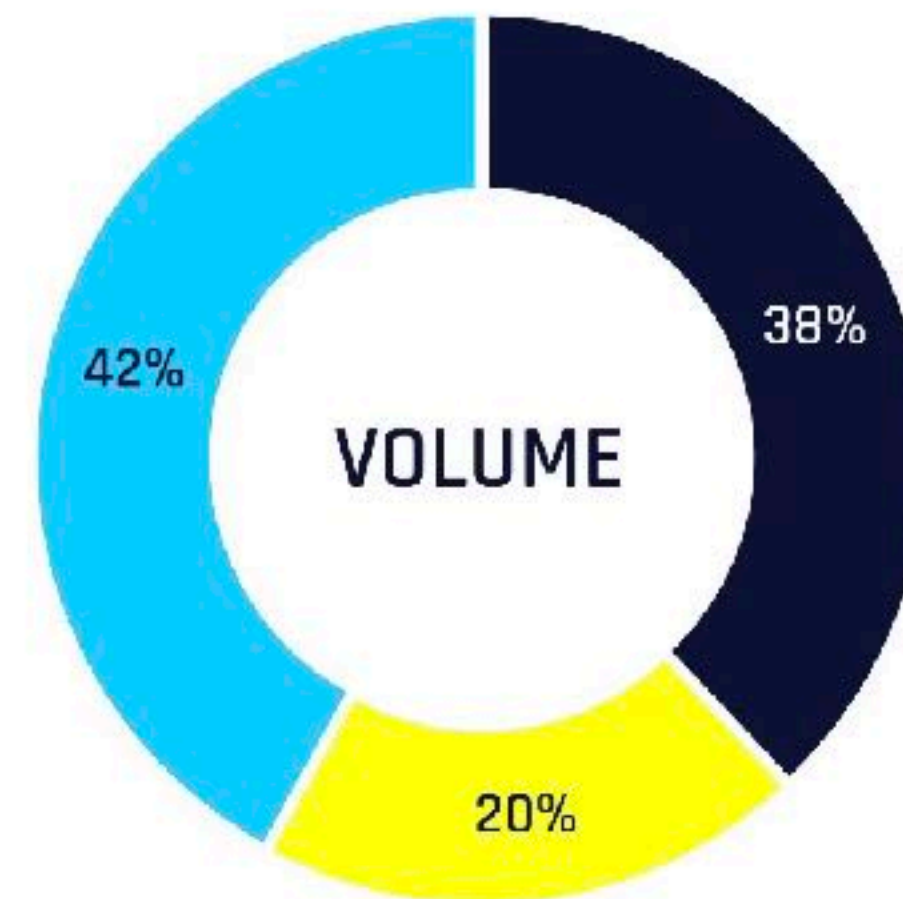
- ▶ Brand Assets

"Marketers have gone too far the other way and overcorrected to a point where differentiation was side-lined, almost completely in favour of distinctiveness..."

- Mark Ritson

Ritson: Differentiatie speelt een belangrijke bijrol

- Voor all-round groei is differentiatie een relatief kleine factor. Voor het kunnen berekenen van een **prijs-premium** echter wel!

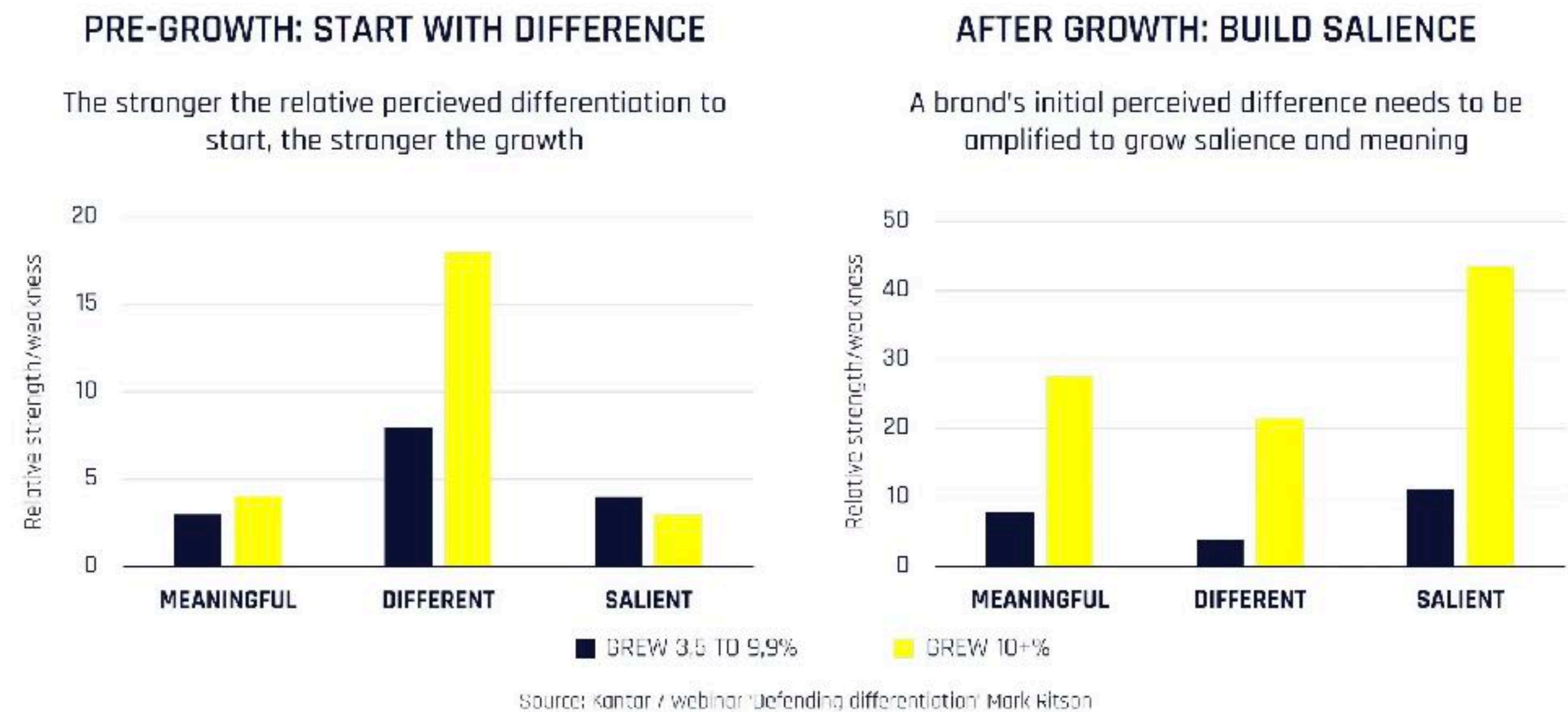


■ MEANINGFUL ■ DIFFERENT ■ SALIENT

Source: Kantar / BrandZ database

Ritson: Differentiatie extra belangrijk voor kleine merken

- Voor kleine merken is differentiatie wel degelijk de bepalende factor voor groei

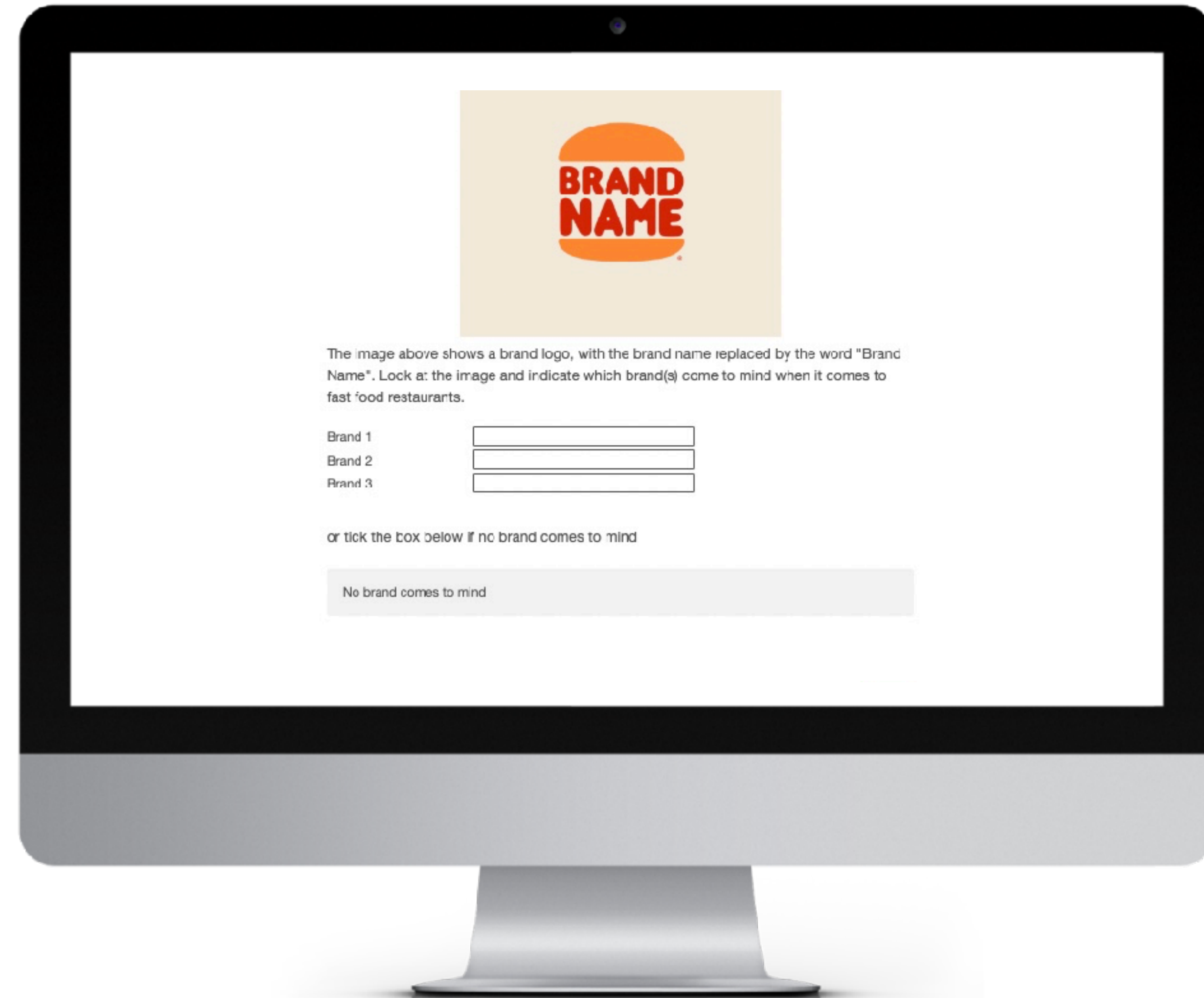


Why not both? Distinct & differentiated

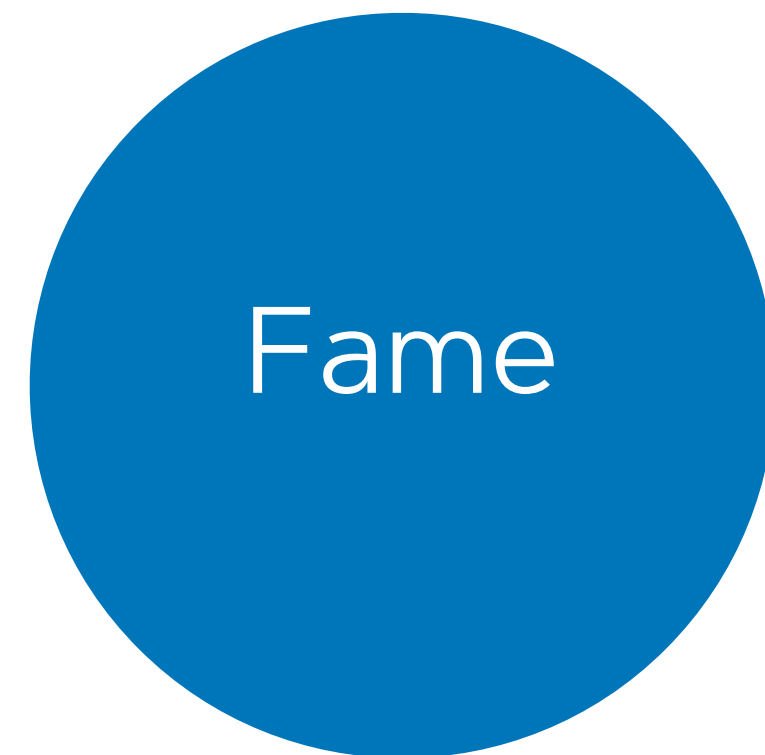


Brand asset monitoring

- Show asset in isolation or in combination, without explicit brand identifier
- Prompt with category
- Free response, but maximum 3
- 150 respondentent per cell, always category buyers!



Monitor assets



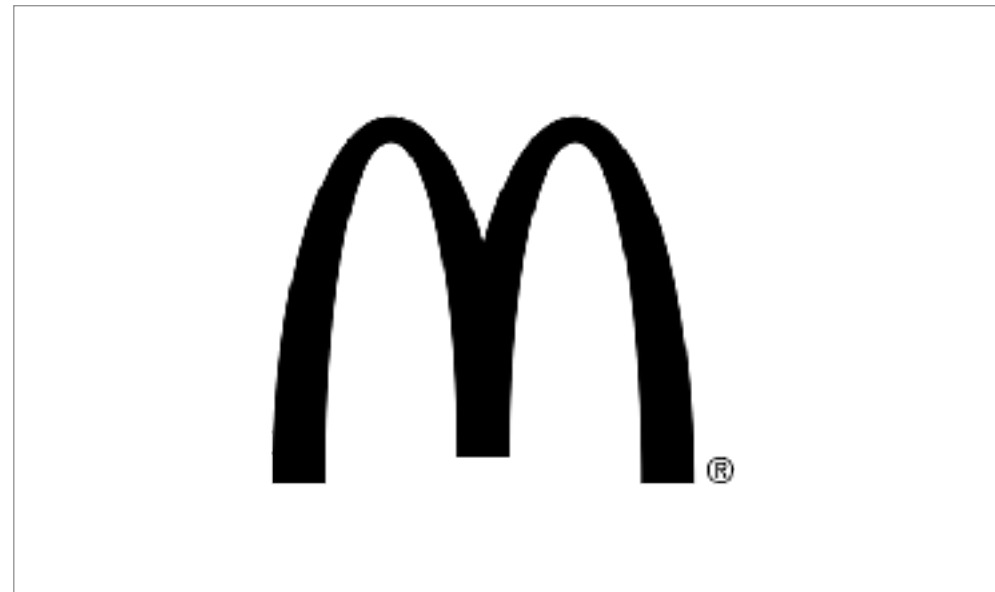
% of respondents linking asset to brand



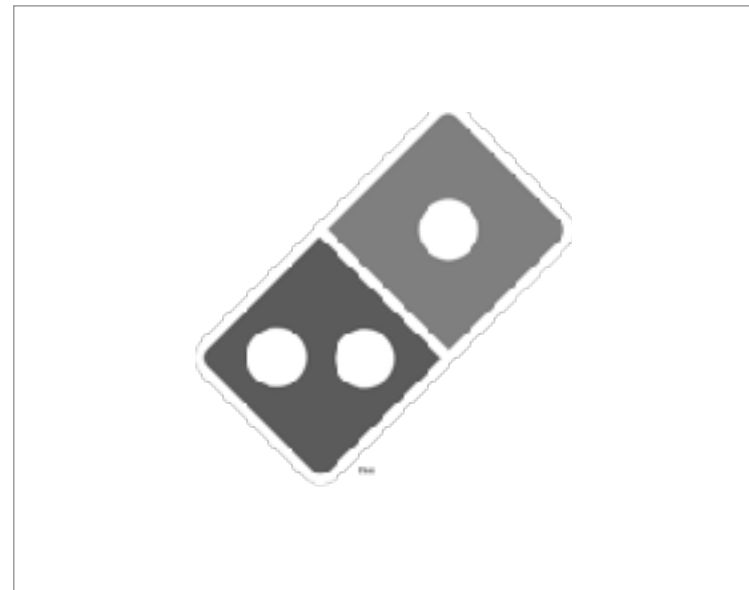
% links to your brand as part of all brands

1. Types of Assets. Logo style

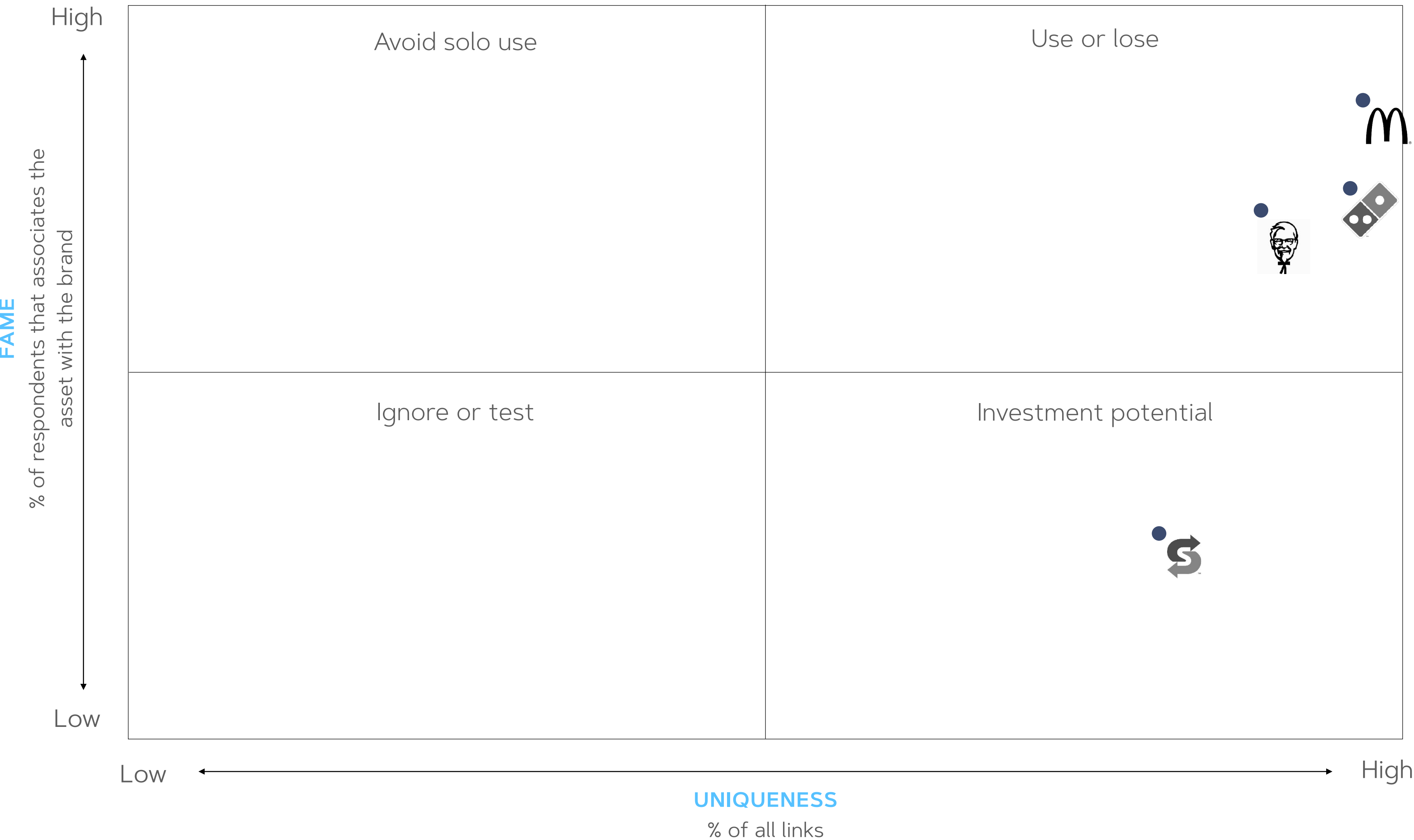
Target brand



Competitors



1. Symbols. Performance



Implications

Compared to the symbols of KFC, Domino's, and Subway, McDonald's symbol is the strongest asset in terms of recognition and uniqueness.

That is positive: the symbol is both well-known and unique for McDonald's. The recommendation is therefore to continue using this symbol in marketing and communication materials.

#3

Over loyaliteit

Love Brand

Loyaliteit komt van nature, zonder passie

- De Double Jeopardy Law (Sharp, 2010)
- Van de Coca-Cola-kopers koopt 41% ook Pepsi. Van de Pepsi-kopers koopt 72% ook Coca-Cola
- Exclusieve loyaliteit binnen categorie: slechts 11%



~~Love Brand~~

Loyaliteit komt van nature, zonder passie

➤ En Apple en Harley Davidson dan?

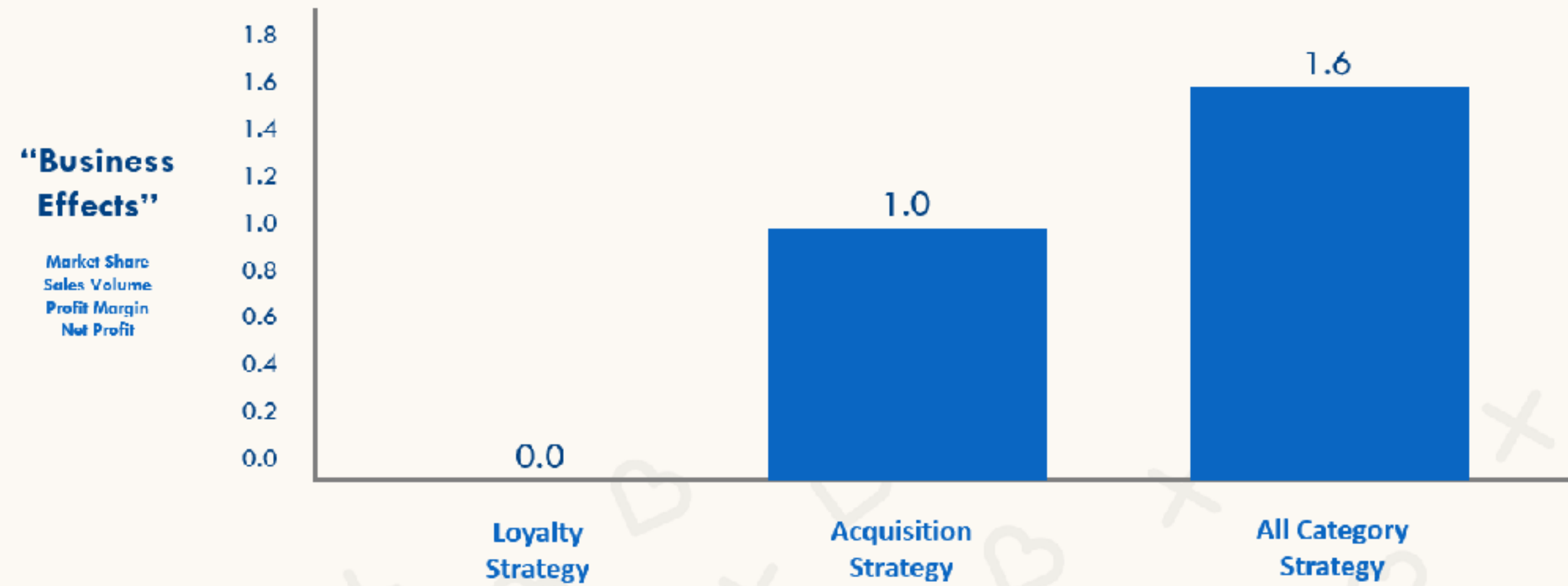


De helft van Apple-kopers schaft erna een PC aan. Dell-gebruikers zijn trouwer.



Trouwste gebruikers vormen slechts 3,5% van de omzet.

Our Econometric Research Confirms: Acquisition Drives Growth



Loyalty programma's werken wel degelijk

Loyalty programs and their impact on repeat-purchase loyalty patterns

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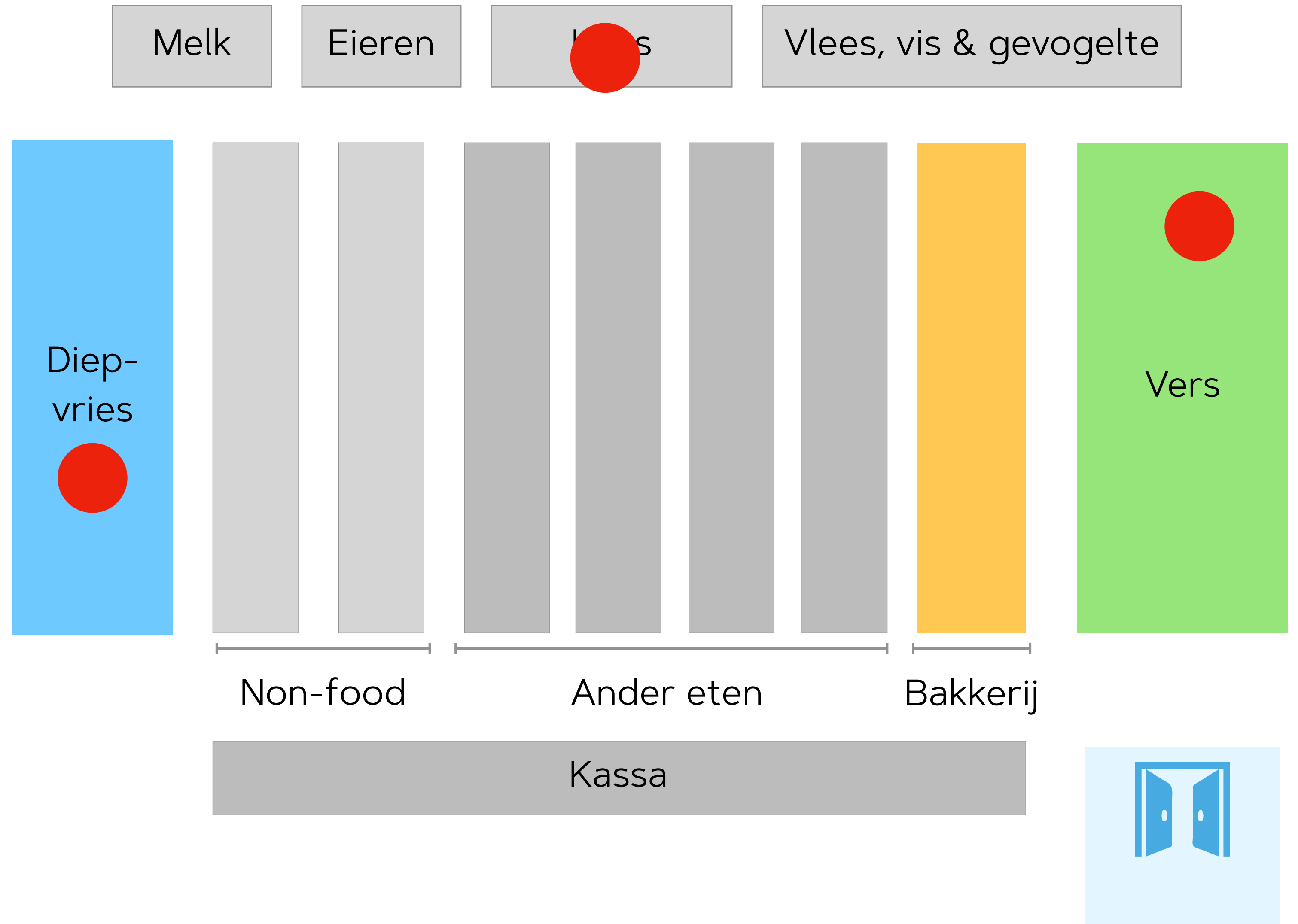
Abstract

Loyalty programs are currently increasing in popularity around the world. This paper discusses the potential of loyalty programs to alter the normal market patterns of repeat-purchase behaviour which characterise competitive repeat-purchase markets. In line with this thinking, a large scale loyalty program is evaluated in terms of its ability to change normal repeat-purchase patterns by generating 'excess loyalty' for brands in the program. Panel data were used to develop Dirichlet estimates of expected repeat-purchase loyalty statistics by brand. These estimates were compared with the observed market repeat-purchase behaviour. Overall a trend towards a weak level of excess loyalty was observed, although the expected deviation was not consistently observed for all the loyalty program brands. Only two of the six loyalty program participant brands showed substantial excess loyalty deviations. However, these deviations in repeat-purchase loyalty were observed for non-members of the loyalty program as well as members and appear likely to be at least partially the result of other loyalty efforts particular to these brands. © 1997 Elsevier Science B.V.

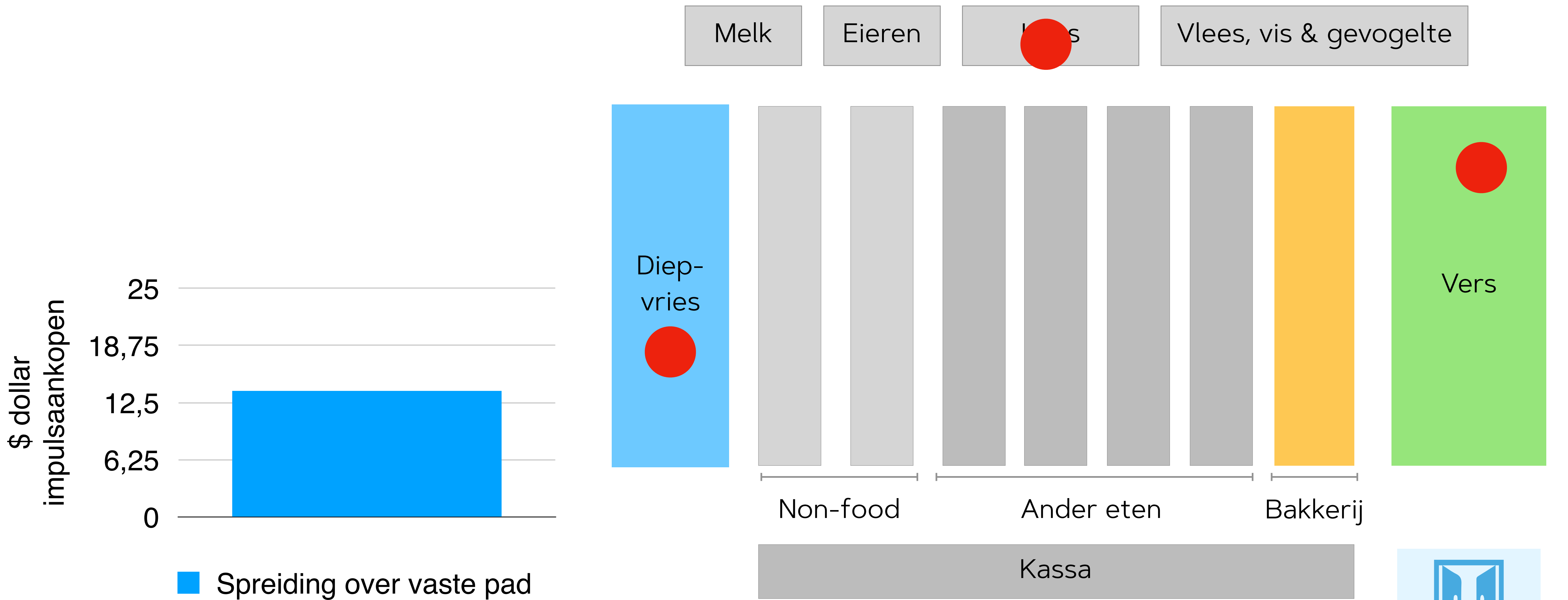
Keywords: Loyalty program; Repeat-purchase behaviour

- Loyaltyprogramma's hebben subtiel effect op *excess loyalty*
- Het effect wisselt sterk van merk tot merk, en programma tot programma

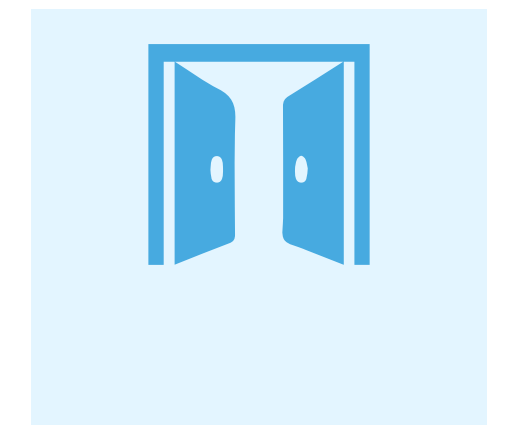
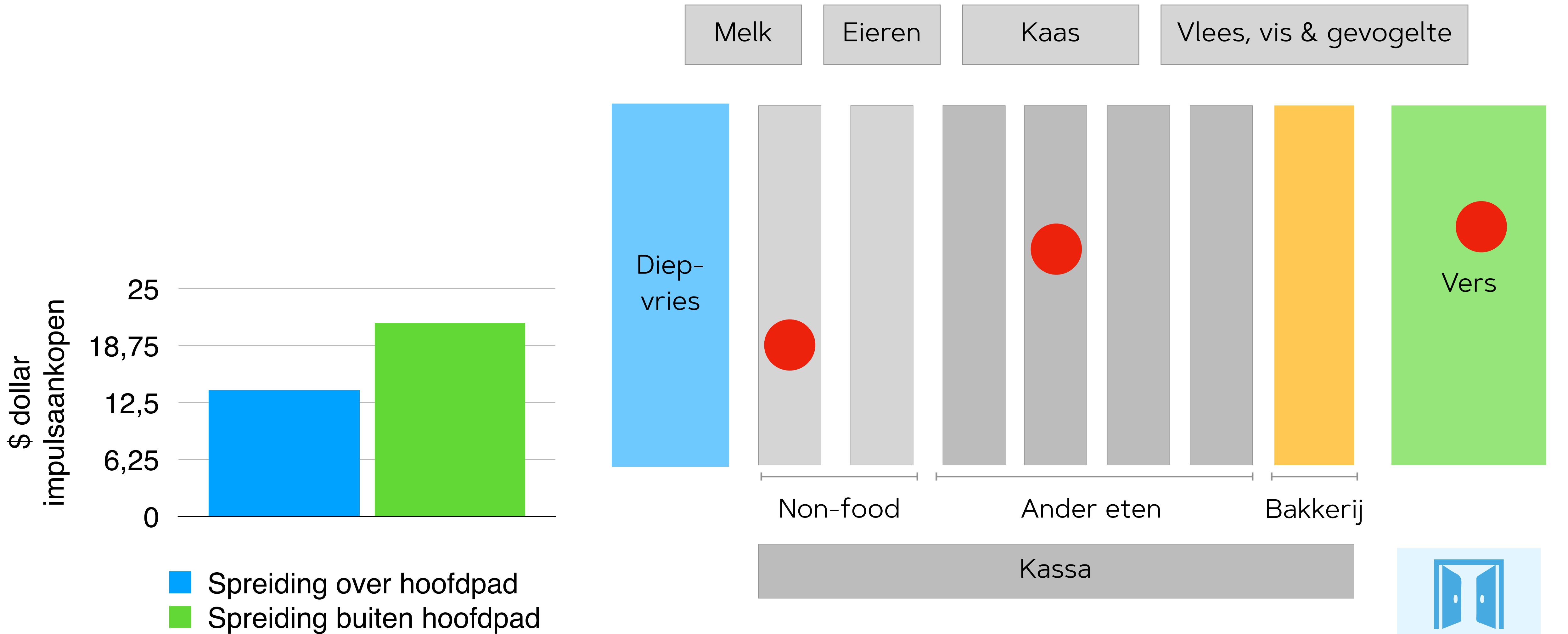
Een eloquente techniek voor meer meters



Een eloquente techniek voor meer meters



Een eloquente techniek voor meer meters



Take-Aways: Webinar kritische noot *How Brands Grow*

- ✓ **Meet je het juiste imago?** Imago kan wel degelijk zinvol zijn om te meten, maar dan wel **doelgerichte merkattributen** in plaats van evaluatieve attributen.
- ✓ **Weet je wanneer differentiatie werkt?** Simpelweg *opvallen* is de primaire route naar groei. Maar inhoudelijke differentiatie is zinvol voor nieuwe merken en voor prijs-premium.
- ✓ **Weet je hoe loyaliteit werkt?** Loyaliteit ontstaat grotendeels vanzelf, door groei in marktpenetratie. Maar (slim uitgevoerde) loyaliteitsprogramma's doen hier wel degelijk een schepje bovenop.