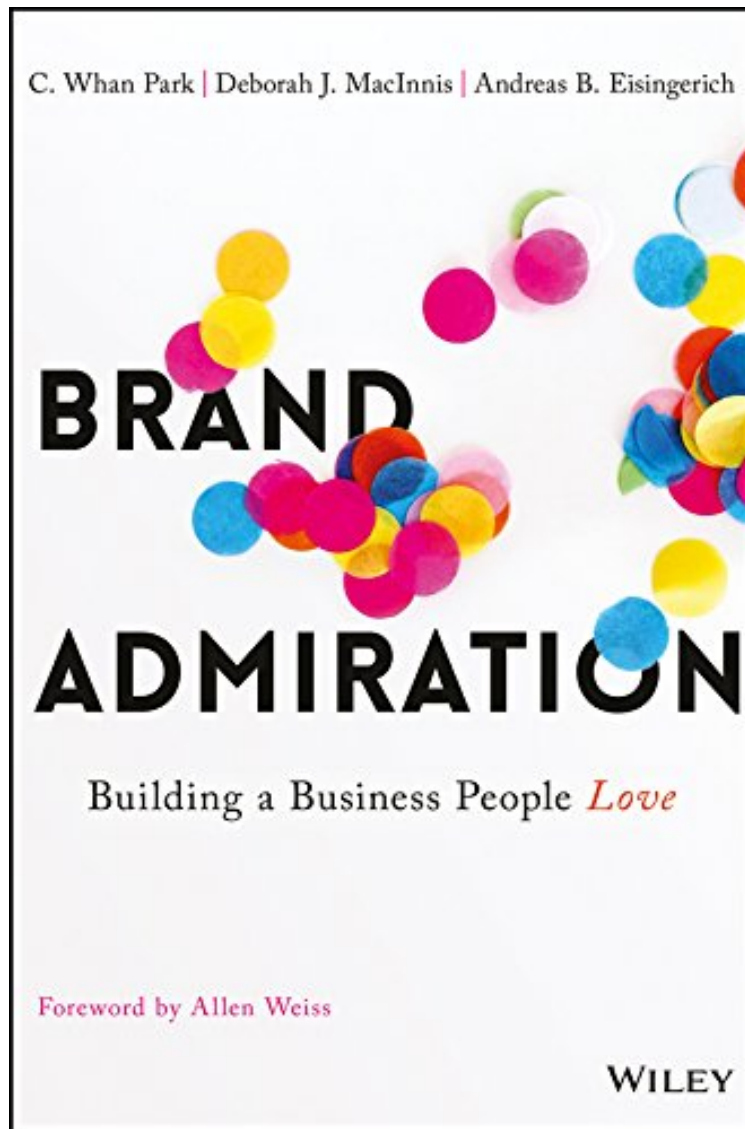


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Brand Admiration: Building A Business People Love

C. Whan Park, Deborah J. MacInnis, Andreas B. Eisingerich
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C. Whan Park, Deborah J. MacInnis, Andreas B. Eisingerich : Brand Admiration: Building A Business People Love before purchasing it in order to gage whether or not it would be worth my time, and all praised Brand Admiration: Building A Business People Love:

1 of 1 people found the following review helpful. Brand Admiration Offers Much to be Admired in a Brand Equity Handbook for Practicing Marketers across Sectors and Industries.By Bob WoodardBy itself the term "brand admiration" evokes other recent concepts in brand marketing and positioning like brand relationship, brand love, brand relevance, and brand trust, only without the same sense of "connection" between brand and customer

(see endnote 1) that one might expect in marketing these days. However, after reading *Brand Admirations* by distinguished marketing academics Park, MacInnes, and Eisingerich, I am convinced that "admirations" precisely captures the endpoint of a rigorous yet practitioner-friendly model of brand value, one that neatly contextualizes, connects, and brings to life concepts like those above. The foundation of their model for brand admiration comprises the "Three Es": enablement benefits (those related to doing with distinction what people call on brands to do for them), enticement benefits (those related to customers' sensory and other personal experiences during acquisition, use, or other interactions with the brand), and enrichment benefits (those activating a sense of shared values, self-image, etc.). By respectively attracting the customers' attention, providing focus, and supplying "energy" to overcome barriers to purchase and usage, each plays a critical role in driving the customers' overall understanding and feeling about the brand and in motivating these customers to take action. Park et al. provide copious examples of contemporary brands delivering one or more of the "Es". Examples span the continua of product vs service, B2C vs B2B, and profit vs non profit. Some are perennial favorites of the brand-management genre, such as Nike, but at least as many are brands not routinely found in the literature, such as Camper shoes and Porsche Consulting. One of the authors' most compelling case studies describes Singapore Airlines' meticulous and inspired management of its brand identity through the "Three Es". Because of their many superlatives and firsts in the airline industry—the top safety record, the newest fleet, the first to fly the Airbus A-380—, Singapore enables its customers to "reduce" anxiety and stress during the flight. In the tasteful aesthetics of their logo and uniforms, the excellence of their food and wine offerings, and the bounty of other in-flight amenities, the authors identify powerful enticement benefits of the Singapore Airlines brand. Finally, the brand enriches the lives of fliers, according to the authors, through numerous manifestations of social responsibility and personal cachet. It's tempting to see the "Three Es" as a kind of ladder hierarchy, with enablement and enticement covering the more functional domain (enticement perhaps a bit higher on the ladder because of its arguably less utilitarian characteristics) and enrichment covering the so-called higher order outcomes. But this would miss a far more substantive insight embedded in the model's design: each of the "Es" begets a ladder of its own; each is a distinct thread uniquely connecting the brand with the customers' self. For example, according to the authors, enabling benefits themselves make customers feel empowered and capable, resulting in brand trust; enticing benefits provide a sense of excitement or warmth, resulting in brand love; enriching benefits drive pride and inspiration, resulting in brand respect. These three "threads" could represent a valuable new paradigm for eliciting as well as analyzing consumers' deep associations with brands and categories and developing useful, differentiated insights for application in market. The *Brand Admirations* model also establishes important, non-ancillary roles for other brand marketing concepts like brand relationship and brand relevance, even though in slightly different terms. Brand trust, love, and respect—obvious characteristics of successful, lasting brand relationships—merge multiplicatively, according to the authors, into brand admiration. Admiration itself, then, is operationalized as a combination of top-of-mind recall and "brand-self connection." To my mind, "brand-self connection" encapsulates the range of meanings that marketers intend when using the term "brand relevance"—the connection of a brand to the broader life of a person, well beyond the product and the category it represents. Park et al. leverage their powerful Admiration construct across the enterprise and take on the establishment and growth of admired brands through not only an array of marketing levers like logos, brand names, package design, product and brand extension, and brand architecture but also other functional areas of the company, such as human resources and finance/top management. The chapters on marketing levers are all highly recommended for marketing practitioners. Brand architecture receives a treatment fully immersed in contemporary issues and examples; the authors' chapter is the most helpful descriptive and prescriptive content on this topic that I have seen. The same is true for the two chapters on extension. Brand positioning receives a refreshing upgrade from conventional thinking by means of a much more strategically focused process of target selection and a superior formulation of brand benefits, courtesy of the "Three Es". The authors' template for a positioning statement does not include the traditional "frame of reference," but the "need profiles" included in customer target selection appear to compensate fully for its absence. To inspire brand admiration by employees, the authors provide clear guidance on creating brand missions and supporting stories that motivate employees to embrace them without feeling inauthentic. The field of marketing has long tried to establish "brand equity" as a critical, "hard" business performance measure among financial and general managers. To help this cause, *Brand Admirations* provides a new approach addressing the limitations of previous approaches as well as the "consensus" features of a desirable Brand Equity measure: i.e., objective, grounded, singular, financially based, etc. Their micro-economic argument is rigorous but straightforward and understandable, and the resulting financial measure of brand equity seems eminently sensible. However, the authors' recommendation that analysts use attitudinal measures like the "Three Es" and *Brand Admirations* as diagnostics for the performance of the financially based Brand-Equity measure seems somewhat impractical. Limited comparability between the financial measure, which is calculated with cumulative, internal accounting data, and attitudinal measures like the "Three Es" and *Brand Admirations*, which are snap-shot measures captured for

company and competitive brands alike, are likely to confound an integrative analysis of cause and effect. If there is a substantive limitation of this impressive volume, it is the absence of research or discussion explicitly connecting the effect of the Brand Admiration model and its components to some form of actual, rather than intended or claimed, consumer behavior. In their chapter on Brand Dashboards, the authors provide a helpful example using Structural Equation Modeling to decompose customers' loyalty and advocacy willingness into key drivers from the Admiration model. But with the escalation of pressure on CMOs (see endnote 2) and marketers to deliver real, organic growth, more behaviorally-grounded reassurance to practitioners is needed. The good news is that marketers across industries can readily apply this well-grounded model to develop alternative marketing programs or concepts, and use live A/B testing or simulation experiments with behavioral science's latest proxies for real behavior to assess the model's performance in and relevance to their industry. In a nutshell, Brand Admiration offers much to be admired in a brand equity text for marketers, regardless of industry or organizational level. This volume deserves a place on the practitioner's desk within easy reach, right next to those of Aaker and Keller. Bob Woodard is a Founding Partner of Deep Relevance Partners (DRP), a consumer brand strategy firm committed to driving consumer behavior change real business growth through strategically advantageous, validated brand positioning and behavioral science. Previously, he was VP of Global Consumer and Customer Insights at Campbell Soup and held numerous senior insights posts at Coca-Cola and Frito-Lay. You can reach Bob at rwoodard@deerpr.com

Notes: (1) Since this book addresses both B2C and B2B marketing, we follow the authors' convention in using the term 'customer' to represent both consumer and what we normally understand as the customer. (2) Jack Neff, CMOs First on Firing Line when Companies Miss Growth Goals, Advertising Age, Nov 1, 2016 (accessed through adage.com)

1 of 1 people found the following review helpful. This book provides a compelling model for establishing a great brand that customers can admire and really love

By Jun, Mina This book provides a compelling model for establishing a great brand that customers can admire and really love. For someone like me who is interested in brand strategy, this book is truly insightful and intuitive in the best possible way. Most of all, I found both rigorous theoretical research and many vivid practical examples of brand admiration. The book also shows specific ways to apply this framework in order to handle many actual branding issues, such as brand extension. This book gives me a credible, integrated and overarching perspective on how to build and manage brand admiration. I really enjoyed reading this book and learned a lot about brand theory, terms, and actual examples. I bought another copy of this book and gave it as a gift to my cousin, who recently inherited his family business and wants to make it a success. I believe that he can find insightful and actionable long-term guidance. This book is a must-read for business leaders, as well as those who directly work in brand management of both B2C and B2B. I hope other people also feel the delight and inspiration that I received while reading this fabulous book. I love it!

1 of 1 people found the following review helpful. Highly recommended!!

By Customer As a novice to branding and marketing, I found this book to be highly insightful and approachable. I manage and operate a small business with my family members. Since opening nine years ago, I have witnessed the steady growth and increase of new customers each year. I realize the importance of creating a brand that customers love and trust, especially when you are not selling a product, but more the experience and service. As a business owner, I am always looking for ways to grow my store brand in order to leverage it for expansion. Brand Admiration has opened my eyes and showed me a clear direction as how to achieve and implement my goals. Park, MacInnis, and Eisinger's concept of the 3 Es (enabling, enticing, and enriching) linked with benefits of emotions are absolutely beautiful and most importantly, easy to follow. This is a must-read for any entrepreneur and business owner who are looking to build a trusted, loved, and respected brand. My hats off to the authors.

Brand Admiration uses deep research on consumer psychology, marketing, consumer engagement and communication to develop a powerful, integrated perspective and innovative approach to brand management. Using numerous real-world examples and backed by research from top notch academics, this book describes how companies can turn a product, service, corporate, person or place brand into one that customers love, trust and respect; in short, how to make a brand admired. The result? Greater brand loyalty, stronger brand advocacy, and higher brand equity. Admired brands grow more revenue in a more efficient way over a longer period of time and with more opportunities for growth. The real power of Brand Admiration is that it provides concrete, actionable guidance on how brand managers can make customers (and employees) admire a brand. Admired brands don't just do the job; they offer exactly what customers need (enabling benefits), in way that's pleasing, fun, interesting, and emotionally involving (enticing benefits), while making people feel good about themselves (enriching benefits). Providing these benefits, called 3 Es, is foundational to building, strengthening and leveraging brand admiration. In addition, the authors articulate a common-sense and action based measure of brand equity, and they develop dashboard metrics to diagnose if there are any 'canaries in the coal mine', and if so, what to do next. In short, Brand Admiration provides a coherent, cohesive approach to helping the brand stand the test of time. A well-designed, well-managed brand becomes a part of the public consciousness, and ultimately, a part of the culture. This trajectory is the fruit of decisions made from an integrated strategic standpoint. This book shows you how to shift the process for your brand, with practical guidance and an analytical approach.

"Park, MacInnis and Eisingerich provide a powerful yet immensely practical perspective on building and managing brand admiration. Solidly grounded in academic research, the book provides an array of actionable tools to curate and measure brand admiration for the short as well as long-term success of brands. This book is a must read for senior executives in businesses large and small, as well as for those who are directly involved in managing brand performance." Baba Shiv, Sanwa Bank, Limited, Professor of Marketing, Stanford Graduate School of Business "Park, MacInnis and Eisingerich bring their wealth of experience and insight to offer a thorough, original and practical view of branding. Comprehensive, concise and highly actionable, their detailed development of the brand admiration concept is a virtual goldmine for thoughtful practitioners interested in improving the design, implementation and measurement of their branding strategies." Kevin L. Keller, E.B. Osborn Professor of Marketing, Tuck School of Business, Dartmouth University. Former Executive Director of the Marketing Science Institute. "Finally, a book that evolves the discipline of branding with a fresh, comprehensive, and practical approach. This is a must-read for business leaders looking to build an enduring brand that will maximize the value of their company." --Doreen Ida, former Division President and Marketing Executive at Nestle, USA. "The brand admiration model provides a compelling framework (the 3E's) for developing brands that enhance value to customers and company alike. Such brands connect with customers and meet goals contributing to their happiness by providing meaning, identity, and emotion. This is powerful stuff!" James R. Bettman, Burlington Industries Professor, Fuqua School of Business, Duke University "This book constitutes a rich and insightful addition in the world of brand strategy as it pinpoints the ins and outs of how to build a beloved brand. Any one or any company committed in being an "Admired Brand", this one is required."- Eui Sun Chung, Vice Chairman, Hyundai Motor Company "Savvy branders like Apple and Nike know that to win you need to go beyond functionality into emotionality. But how do you execute on making your brand human? Park, MacInnis and Eisingerich provide an easy-to-use roadmap grounded in rigorous consumer psychology research. Their Enable, Entice, Enrich framework is logical, intuitive, and timely. This book gives you the conceptual tools to create and sustain brands that are admired." Rohit Deshpande, Sebastian S. Kresge Professor of Marketing Harvard Business School, Former Executive Director of the Marketing Science Institute "There is much to admire about Brand Admiration! The authors present a cutting-edge framework practitioners can use to build valuable brands that consumers trust, love, and respect." Deborah Roedder-John, Professor, Curtis L. Carlson Chair in Marketing, Carlson School of Business, University of Minnesota. "Brands are social evaluations of organisational vitality. Every leader is looking for ways to enhance their brand and reputation in crowded chatter. Park, MacInnis, and Eisingerich offer a practical, research-driven toolbox that unlocks a truly insightful and innovative approach to branding. Must read!" Gerry George, current Dean and Professor of Innovation and Entrepreneurship Singapore Management University. Editor, Academy of Management Journal "This book beautifully solidifies why experiential marketing is one of three essential elements that contribute to making a brand admired. The breakthrough integrative framework brilliantly conveys the key issues brand managers must consider when growing their brands." Bernd Schmitt, Robert D. Calkins Professor of International Business, Marketing at Columbia University and Faculty Director of Center on Global Brand Leadership "Park, MacInnis and Eisingerich provide a powerful yet immensely practical perspective on building and managing brand admiration. Solidly grounded in academic research, the book provides an array of actionable tools to curate and measure brand admiration for the short as well as long-term success of brands. This book is a must read for senior executives in businesses large and small, as well as for those who are directly involved in managing brand performance." Baba Shiv, Sanwa Bank, Limited, Professor of Marketing, Stanford Graduate School of Business "Park, MacInnis and Eisingerich bring their wealth of experience and insight to offer a thorough, original and practical view of branding. 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From the Inside Flap
Think about a few well-known brands like Nike, Apple, Disney, Google, and Salesforce. What do they have in common? They're well-known brands with good products or services . . . and they are admired. Brand Admiration gives you a versatile and dependable system for solving customers' problems in a way that makes them feel empowered, gratified, and inspired. They, thus, develop a personal connection to your brand and think of it first. The short-term sprint tactics you used to hit all your fourth-quarter goals won't necessarily fuel next quarter's results, unless you take an overarching perspective on the vital goals of brand management and actively set out to achieve them. Inside, a luminous authorial team with broad experience in academia and practice lays out a detailed road map for building, strengthening, and leveraging brand admiration in specific ways to produce value to customers and companies over the long term. The highly innovative framework draws on decades of expert research on fundamental human needs, goals, emotions, and motivations, as well as empirical instances of the findings driving brand admiration. It's never too early or too late to position your brand to attract customers' love, trust, and respect. As you'll see in the vivid and plentiful examples from actual companies throughout the book, it's well within your reach to satisfy short-term goals and build on them to craft, strengthen, and leverage brand equity. All the insight and tools you need to generate and track the value of a brand are inside, including:
Broad applicability across companies and industries to produce exponential appeal for a brand by continuously working to enable, entice, and enrich customers
Innovative ways to approach brand architecture design, including how businesses and products within a firm's portfolio can be branded to deliver the maximum benefit to profits, asset building, and the overall organizational benefits
An original, easy-to-use metric to measure brand equity and a set of dashboard metrics to diagnose what is—and isn't—driving successful brand performance
Complete guidance takes you through bringing your brand value to market by going in-depth into the dos and don'ts of building, strengthening, and leveraging an admired brand. Brand Admiration is the formula to customer admiration that generates continuous profit and growth.