Findings Report

A comparative report on the effect of branding activities in the technology sector, based on a research study by Socratic Technologies.

Brand Impact Report 2011

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The Brand Impact Report 2011

Liquid Agency and Socratic Technologies are pleased to present the findings of the 2011 Brand Impact Study – an annual research exercise measuring the effectiveness of branding activities in the technology sector. The model for this study has now been tested with more than 200,000 respondents who have evaluated almost 200 brands in 40 markets (both B2B and B2C). The findings from this report were collected through an online survey in January 2011.

This year, we shared the findings with Creative Strategies – one of the most respected technology consultancies in Silicon Valley – and Ben Bajarin, the Director of their Consumer Technology Practice, has provided us with some exclusive insight on "Social Branding".

We hope that you will find the full report helpful in evaluating how your brand is performing in the marketplace and in making decisions that will help you continue to transform your business in response to the fast paced changes that define the highly competitive technology marketplace.

Sincerely,

Scott Gardner
CEO / President
Liquid Agency
scott@liquidagency.com

A NOTE FROM SOCRATIC TECHNOLOGIES

The Brand Power Rating system.

Socratic Technologies' Brand Power Rating system was introduced in 2006 as a method to link the effectiveness of brand activities to market outcomes and, in particular, long-run market share. We are pleased to have now teamed with Liquid Agency for the fourth time to present the results of this ongoing study of brands in technology-related industries.

What is the Brand Impact Score?
The Brand Impact Score is derived by combining two different metrics: Brand Reputation and Brand Power Rating™ into a single score of 0 to 100. The Brand Reputation and Brand Power Rating are based on data collected from an online survey in January 2011. Respondents were screened to be users of the categories in which they were surveyed. The original metrics are rescaled so they can be combined appropriately. The scores are weighted and averaged together to provide an overall Brand Impact Score.

200,000 respondents is a significant number.
The model has now been tested with more than 200,000 respondents who have evaluated almost 200 brands in 40 markets (both B2B and B2C). The results have shown that the Brand Power metric has a very high correlation (r2 = 0.86) with share-of-expenditures within an industry and can detect early shifts toward newcomers with the potential to disrupt the status quo.

Brand Power and the ACPP Model.
The concept of Brand Power is very straight forward and is derived from the well-known "sales funnel" model. This model measures several key market perceptions of competitive brands: Awareness, consideration, preference and purchase intent (ACPP). The Brand Power Rating index is a single number that demonstrates the efficiency and effectiveness of a brand's marketing activities to transform individuals who are simply aware of a brand into those who are loyal, repeat customers.

Insight that can drive strategic action.
In short, if people are not aware of your brand, they can't consider it for purchase; if they aren't considering it, it won't be one of their preferred set of substitutable brands; and if your brand isn't one of their preferred set, it's unlikely that they will commit to long-term loyal purchase of the brand. The Brand Power Rating method identifies drop-off rates at each point along the

ACPP continuum and can prescribe strategic or tactical brand actions depending on where potential customers are being lost.

We hope you will find this information helpful in making the best possible decisions about your brand.

Sincerely,

William H. MacElroy
Chairman
Socratic Technologies, Inc.
bill.macelroy@sotech.com

A NOTE FROM LIQUID AGENCY

Social media is now part of our culture.

Social media is no longer a trend. It is part of our everyday lives, and it is firmly entrenched in our cultural ethos. According to Pew Internet Research, over 50% of 18-35 year olds who use Facebook check their Facebook page the first thing in the morning. And, according to Facebook's own statistics, Facebook has over 500 million active users who spend 700 billion minutes a month on Facebook. That's a lot of people and a lot of time.

Congratulations, Mark!
When you combine Facebook's explosive growth with the fact that TIME Magazine named Mark Zuckerberg its "2010 Man of the Year"– while Hollywood released an Academy Award nominated film about the company – it's no surprise that Facebook was at the very top of the list in the 2010 Brand Impact Study.

Things change fast in technology.
Five years ago, when we first started tracking "social networking sites", MySpace and SecondLife were all the rage, and Facebook was just a blip on the screen. Our judges that year commented that "MySpace is not going away". Well...a few years later the world is quite a different place. Facebook has become

one of the most valuable brands in the world, and the category we now call Social Media is not just one of the most important segments in the industry...it is a major force affecting the cultural landscape of the entire planet.

So, what's next?
Social Media is transforming the way that people across the world connect and share ideas, images, videos, etc. It is changing the way we play games, the way we shop, the way we learn, and the way we consume entertainment. It's difficult to know exactly what's next, but we believe that Social Media will continue to surprise us in terms of adoption rate, type of applications, and the new ways that people will use technology.

What we know for sure is that t is going to be an interesting ride - and while certainly there are plenty of risks on the horizon, we predict that there will be immense opportunities ahead, along with the potential to shape our culture and our entire world.

Martha Bowman

Martha Bowman
Director of Brand Strategy
Liquid Agency
martha@liquidagency.com

A NOTE FROM CREATIVE STRATEGIES

The rise of social branding. By Ben Bajarin.

The collective wisdom and voice of the crowds all throughout human history has constantly remained one of the more powerful ways to spread a message. In an analog world, the primary way that a collective voice was heard was through large masses of people who gathered together to spread their message. All of that has changed now that we are well into the digital age.

The hyper aware society.
Thanks to the Internet we live in a "hyper-aware" society. This is especially true in developed parts of the world but is also becoming increasingly true in third world countries. People now virtually can band together through things like Facebook and Twitter to spread a message which if done right can spread like wildfire. News and information now happens in real time and any news older than an hour is old news to the general public. The information age is upon us and the question is how do brands and marketers take advantage?

Every new technology advance should be seen as new tools for us to get jobs done. In this case social media technologies are tools for brands and marketers to communicate, educate and engage.

Communicate with existing customers.
The rise of social media and the subsequent rise of social branding present an enormous opportunity for companies and brands to communicate with their core customers in ways never before imagined. The ability to communicate with customers in real time is an incredible advancement. We have moved past simply placing a logo in front of consumers to create brand exposure.

Branding is now more than ever about presenting an experience with a brand. Social media represents a unique ability to enhance and maintain a customer's experience with a brand. The experience has moved beyond simply purchasing products from a company to day-to-day, minute-to-minute experience with a company and brand.

Social media sites like Facebook and Twitter are essential tools for companies to use to communicate with customers but so are mobile applications. Companies that are smart will obviously leverage the social media outlets but mobile devices and the app culture that comes with it also represent unique opportunities as well. Not all companies necessarily have a need for an app to communicate with customers but there are quite a large number of brands for which a mobile app should be at the forefront of their social branding strategy.

Apps represent the opportunity for a brand to control more of the experience for their customers. Facebook, Twitter and others are great but mostly these companies control the experience. When a brand needs or wants to have more control over the core experience a mobile app is a strategy worth

A NOTE FROM CREATIVE STRATEGIES

looking into. Apps can be used to push new product updates or info, spread campaigns, offer promotions etc. Apps represent a micro, portable version of a company's website or can even exist for a short time as part of a campaign. By using social media and taking advantage of mobile devices brands can create a more constant communication channel with customers.

Engage and Interact to drive loyalty.
Social media and the digital age represent the opportunity to invite customers into the branding process. In many cases consumers long for the desire to interact more with the brands and companies they love. Social media and mobile apps create an ideal platform for consumers to do just that.

We've all heard the mantra of creating brand ambassadors. Creating multiple opportunities to engage and interact is one of the most effective ways to create brand ambassadors. Brands are noticing that when they invite their customers to provide real time feedback with product ideas, marketing ideas and even co-creating new products, they see a high level of brand loyalty.

When customers get the sense that they have some skin in the game they are not only likely to be more loyal but also to spread the word socially about whatever it was they hand a hand in.

"Know your customer" has long been an essential part of creating products and brand experiences consumers love. This is exactly what social media and the tactics of social branding create – a new and unique opportunity to get a better core understanding of a customer base.

Educate and acquire new customers.
Brand or product education is also a key part of marketing. Social media allows brands to generate and maintain a captive customer group, keeping them educated and providing a platform for new customers to discover your brand.

This is always the hope when creating brand ambassadors, however you can't always just leave it in their hands. There is a continued need for brands to push the envelope on how they help new customers discover and learn about the key things you hope to accomplish with your brand or products.

Social and mobile – a powerful combo.
As we move forward, It will be important to think through how social media platforms

along with mobile devices can be used to further brand and product awareness.

One of the primary ways I see evolving to do this is with location aware services. Location-aware services are already integrated with Facebook, Twitter and others and will increasingly become part of the mobile experience. This enables people to see what their friends in a social network are doing in or around a particular location. Whether that is shopping, eating, playing, socializing, etc. location will emerge as one of the central ways people discover what is happening around them. This is not mainstream yet but it is likely it will become mainstream.

Ben Bajarin
Director of Consumer Technology Practice
Creative Strategies
ben@creativestrategies.com

The Brand Impact Winners 2011

The 2011 Brand Impact Award Winners.

The Brand of the Year is awarded to the single brand with the highest Brand Impact Score. This year Facebook takes top honors as both the B2C winner and Overall Brand of the Year, edging out Amazon who came in as a close second. Past winner Adobe got the highest score in the B2B category.

Top Brand Impact Scores

Brand	Category	Score
Facebook	**Social Media**	**0.9222**
Amazon	Internet Pure Play Shopping	0.9100
Adobe	Multimedia Graphics Software	0.8646
Google	Internet Search Engines	0.8575
Intel	Semiconductors	0.8455

Brand of the Year 2011

B2C Brand of the Year 2011

B2B Brand of the Year 2011

liquid

The Biggest Movers 2011

Biggest Movers: B2B Categories

Category	Biggest Movers Up	⬆	Biggest Movers Down	⬇
Networking Devices	CISCO	0.04	Juniper Networks	-0.03
CRM Software	Salesforce.com	0.06	Netsuite	-0.05
Virtualization Software	VMWare	0.08	Red Hat	-0.15
Conferencing Solutions	n/a		IBM Lotus Sametime	-0.17
Security Software	Kaspersky	0.06	CA	-0.07
Multimedia, Graphics, Publishing Software	Microsoft	0.03	Quark	-0.06
Enterprise Storage	Pillar	0.03	Hitachi Data Systems	-0.11
Servers	Oracle / Sun	0.02	Fujitsu	-0.07
Semiconductors	Broadcom	0.06	n/a	
Enterprise Software	EMC	0.13	IBM	-0.03

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Biggest Movers: B2C Categories

Category	Biggest Movers Up	⬆	Biggest Movers Down	⬇
Wireless Carriers	Virgin Mobile	0.02	AT&T	-0.04
External Hard Drive	Iomega	0.06	Dell	-0.10
Home Media Entertainment Devices	Apple TV	0.08	Slingbox	-0.09
HDTV	Vizio	0.15	Sharp	-0.06
Portable Media Players	Archos	0.10	Creative Labs Zen	-0.05
Gaming Consoles	n/a		Nintendo Wii	-0.05
Video Game Publishers	EA	0.03	Rockstar Games	-0.15
Bluetooth Headsets	Kyocera	0.12	Motorola	-0.10
Personal Internet Security	Kaspersky	0.07	n/a	
Social Media Sites/Platforms	Facebook	0.11	MySpace	-0.19
Consumer Smartphone	HTC	0.08	HP Palm	-0.10
Personal Computers	Acer	0.08	Compaq	-0.06
Computer Peripherals	HP	0.03	Creative	-0.09
Internet Browsers	Google Chrome	018	Microsoft IE	-0.02
Printers	Kodak	0.01	Canon	-0.04
Wireless Networking Devices	Netgear	0.04	Linksys	-0.01
Internet Search Engine	Yahoo!	0.01	Google	-0.03
Internet Pure Play Shopping	Stub Hub	0.07	eBay	-0.03
TV Services	Comcast	0.01	DirecTV	-0.05

Brand Impact Score Rankings

Brand		Category	Brand Impact Score
1.	Facebook	Social Media	0.9222
2.	Amazon	Internet Pure Play Shopping	0.9100
3.	Adobe	Multimedia Graphics Software	0.8646
4.	Google	Internet Search Engines	0.8575
5.	Intel	Semiconductors	0.8455
6.	Microsoft	CRM Software	0.8292
7.	Microsoft	Virtualization Software	0.8219
8.	CISCO	Networking Devices	0.8162
9.	Microsoft	Enterprise Software	0.8134
10.	Apple iPod	Portable Media Players	0.8118
11.	Playstation 3	Gaming Consoles	0.7861
12.	Nintendo	Video Game Publishers	0.7737
13.	HP	Printers	0.7721
14.	HP	Enterprise Storage	0.7712
15.	Microsoft IE	Internet Browser	0.7706
16.	Oracle	CRM Software	0.7666
17.	Bose	High Fidelity Headphones	0.7664
18.	IBM	Enterprise Storage	0.7498
19.	Kindle	Tablets & Readers	0.7418
20.	EA	Video Game Publishers	0.7387
21.	VMWare	Virtualization Software	0.7376
22.	Dell	Computers (Work)	0.7351
23.	HP	Computers (Work)	0.7343
24.	Apple iPad	Tablets & Readers	0.7327
25.	Microsoft	Multimedia Graphics Software	0.7325
26.	Microsoft LiveMeeting	Conferencing Solutions	0.7225
27.	HP	Servers	0.7208
28.	Linksys	Home Connectivity	0.7158
29.	AMD	Semiconductors	0.7093
30.	Mozilla Firefox	Internet Browser	0.7065

Brand		Category	Brand Impact Score
31.	Tivo	Home Media Entertainment Devices	0.7054
32.	Sony	HDTV	0.7044
33.	Logitech	Computer Peripherals	0.7039
34.	Dell	Servers	0.7027
35.	Norton by Symantec	Personal Internet Security	0.7022
36.	Android	Mobile OS	0.6935
37.	Apple iPhone	Consumer Smartphone	0.6929
38.	Texas Instruments	Semiconductors	0.6922
39.	IBM	Enterprise Software	0.6916
40.	Symantec	Enterprise Security Software	0.6901
41.	iPhone OS	Mobile OS	0.6828
42.	Dell	Personal Computers	0.6803
43.	Verizon	Wireless Carriers	0.6756
44.	McAfee	Enterprise Security Software	0.6753
45.	Xbox 360	Gaming Consoles	0.6747
46.	Oracle (Sun)	Enterprise Storage	0.6745
47.	HP	Personal Computers	0.6738
48.	Sony	High Fidelity Headphones	0.6735
49.	Motorola	Bluetooth Headsets	0.6702
50.	Microsoft	Computer Peripherals	0.6665
51.	Wii	Gaming Consoles	0.6649
52.	Yahoo	Internet Search Engines	0.6634
53.	McAfee	Personal Internet Security	0.6607
54.	SAP	CRM Software	0.6595
55.	Oracle	Enterprise Software	0.6582
56.	Sony	Semiconductors	0.6553
57.	Dell	Enterprise Storage	0.6546
58.	HP	Enterprise Software	0.6536
59.	IBM	Servers	0.6521
60.	CISCO	Enterprise Software	0.6504

Brand	Category	Brand Impact Score
61. Oracle Solaris	Virtualization Software	0.6493
62. Blackberry OS	Mobile OS	0.6453
63. Salesforce.com	CRM Software	0.6453
64. Sony	Video Game Publishers	0.6414
65. CISCO WebEx	Conferencing Solutions	0.6411
66. HP	Computer Peripherals	0.6410
67. HP	Networking Devices	0.6409
68. Samsung	HDTV	0.6401
69. Microsoft	Enterprise Security Software	0.6387
70. Microsoft	Video Game Publishers	0.6371
71. eBay	Internet Pure Play Shopping	0.6362
72. Samsung Electronics	Semiconductors	0.6209
73. Western Digital	External Hard Drives	0.6185
74. Blackberry RIM	Consumer Smartphone	0.6164
75. Skype	Conferencing Solutions	0.6096
76. Apple	Computers (Work)	0.6073
77. Toshiba	Semiconductors	0.6013
78. Seagate/Maxtor	External Hard Drives	0.5933
79. Micron	Semiconductors	0.5860
80. Youtube	Social Media	0.5773
81. Tunerfish	Social Media	0.5771
82. Lexmark	Printers	0.5734
83. Dell	Enterprise Software	0.5731
84. Canon	Printers	0.5711
85. Sony	Computer Peripherals	0.5699
86. Panasonic	HDTV	0.5690
87. Qualcomm	Semiconductors	0.5671
88. LG	HDTV	0.5641
89. EMC	Enterprise Storage	0.5636
90. Apple	Multimedia Graphics Software	0.5613

Brand	Category	Brand Impact Score
91. AT&T	Wireless Carriers	0.5608
92. Oracle SUN	Servers	0.5588
93. Novell	Virtualization Software	0.5571
94. Netflix	TV and Video Streaming Services	0.5542
95. AppleTV	Home Media Entertainment Devices	0.5542
96. Windows OS	Mobile OS	0.5533
97. Symantec	Enterprise Software	0.5521
98. Citrix GoToMeeting	Conferencing Solutions	0.5489
99. Sony	Computers (Work)	0.5489
100. Toshiba	Computers (Work)	0.5455
101. Samsung	Consumer Smartphone	0.5442
102. Motorola	Consumer Smartphone	0.5436
103. CISCO Telepresence	Conferencing Solutions	0.5423
104. Samsung	Bluetooth Headsets	0.5359
105. Broadcom	Semiconductors	0.5357
106. Vizio	HDTV	0.5283
107. Corel	Multimedia Graphics Software	0.5275
108. DirecTV	TV and Video Streaming Services	0.5249
109. MSN Bing	Internet Search Engines	0.5246
110. CISCO	Enterprise Security Software	0.5242
111. LG	Consumer Smartphone	0.5236
112. Nook	Tablets & Readers	0.5221
113. Redhat	Virtualization Software	0.5215
114. Netsuite	CRM Software	0.5179
115. Netgear	Home Connectivity	0.5158
116. Sega	Video Game Publishers	0.5156
117. HTC	Consumer Smartphone	0.5087
118. Dell	External Hard Drives	0.5068
119. Kodak	Printers	0.5068
120. Apple	Personal Computers	0.5067

Brand	Category	Brand Impact Score
121. Overstock	Internet Pure Play Shopping	0.5051
122. Gateway	Personal Computers	0.5047
123. Adobe Acrobat Breeze	Conferencing Solutions	0.5042
124. Sage Software	CRM Software	0.5023
125. Craigslist	Internet Pure Play Shopping	0.5007
126. Olive Media	Home Media Entertainment Devices	0.4960
127. Plantronics	Bluetooth Headsets	0.4953
128. TrendMicro	Enterprise Security Software	0.4944
129. Twitter	Social Media	0.4942
130. Epson	Printers	0.4939
131. Comcast	TV and Video Streaming Services	0.4928
132. Compaq	Computers (Work)	0.4887
133. Sony Reader	Tablets & Readers	0.4869
134. Sennheiser	High Fidelity Headphones	0.4854
135. Kaspersky	Enterprise Security Software	0.4829
136. Apple	Computer Peripherals	0.4827
137. Gateway	Computers (Work)	0.4821
138. Activision	Video Game Publishers	0.4796
139. Freescale Semiconductor	Semiconductors	0.4791
140. Netflix	Internet Pure Play Shopping	0.4785
141. Xensource	Virtualization Software	0.4784
142. Compaq	Personal Computers	0.4752
143. SAP	Enterprise Software	0.4746
144. Belkin	Home Connectivity	0.4742
145. T-Mobile	Wireless Carriers	0.4717
146. IBM	Enterprise Security Software	0.4705
147. IBM Lotus Sametime	Conferencing Solutions	0.4693
148. EMC	Enterprise Software	0.4693
149. Fujitsu	Enterprise Storage	0.4688
150. HP Halo	Conferencing Solutions	0.4673

Brand	Category	Brand Impact Score
151. Microsoft Zune	Portable Media Players	0.4667
152. Nokia	Bluetooth Headsets	0.4656
153. IBM	Computer Peripherals	0.4644
154. NetApp	Enterprise Storage	0.4610
155. SAS	Enterprise Software	0.4603
156. Sharp	HDTV	0.4602
157. Google Chrome	Internet Browser	0.4599
158. Sandisk Sansa	Portable Media Players	0.4598
159. Slingbox	Home Media Entertainment Devices	0.4592
160. Hitachi Data Systems	Enterprise Storage	0.4557
161. Roku	Home Media Entertainment Devices	0.4544
162. TimeWarner	TV and Video Streaming Services	0.4540
163. Sprint	Wireless Carriers	0.4522
164. Ubisoft	Video Game Publishers	0.4506
165. Sony	Personal Computers	0.4489
166. Phillips	HDTV	0.4449
167. Marvell	Semiconductors	0.4429
168. Toshiba	Personal Computers	0.4424
169. Lattice	Semiconductors	0.4423
170. Sony Ericsson	Bluetooth Headsets	0.4398
171. Acer	Computers (Work)	0.4385
172. Apple iTunes	Internet Pure Play Shopping	0.4380
173. Aplicor	CRM Software	0.4342
174. MySpace	Social Media	0.4324
175. Nokia	Consumer Smartphone	0.4310
176. Dlink	Home Connectivity	0.4296
177. Nortel Networks	Networking Devices	0.4292
178. Acer	Personal Computers	0.4274
179. Jabra	Bluetooth Headsets	0.4250
180. Brother	Printers	0.4183

Brand	Category	Brand Impact Score
181. Rockstar Games	Video Game Publishers	0.4174
182. LSI	Semiconductors	0.4154
183. Parallels	Virtualization Software	0.4093
184. Jawbone (Aliph)	Bluetooth Headsets	0.4084
185. SkullCandy	High Fidelity Headphones	0.4080
186. Drugstore.com	Internet Pure Play Shopping	0.4079
187. LinkedIn	Social Media	0.3952
188. EchoStar	TV and Video Streaming Services	0.3950
189. Konami	Video Game Publishers	0.3928
190. AOL	Internet Search Engines	0.3926
191. JVC	HDTV	0.3902
192. CA	Enterprise Software	0.3850
193. Lenovo	Computers (Work)	0.3846
194. Philips	Computer Peripherals	0.3845
195. 1-800-FLOWERS	Internet Pure Play Shopping	0.3796
196. Avaya	Networking Devices	0.3740
197. Fuze Meeting	Conferencing Solutions	0.3719
198. Blockbuster	TV and Video Streaming Services	0.3718
199. WDTV Live	Home Media Entertainment Devices	0.3693
200. Belkin	Computer Peripherals	0.3678
201. Buy.com	Internet Pure Play Shopping	0.3651
202. Polycom Real Presence	Conferencing Solutions	0.3650
203. Safari	Internet Browser	0.3643
204. Samsung Galaxy	Tablets & Readers	0.3634
205. Hitachi	HDTV	0.3630
206. Creative Labs Zen	Portable Media Players	0.3609
207. TrendMicro	Personal Internet Security	0.3586
208. HP Palm	Consumer Smartphone	0.3575
209. Netgear Digital Entertainer	Home Media Entertainment Devices	0.3566
210. Blue Arc	Enterprise Storage	0.3561

Brand	Category	Brand Impact Score
211. Altec Lansing	Computer Peripherals	0.3551
212. Amdocs	CRM Software	0.3529
213. Quark	Multimedia Graphics Software	0.3508
214. Hulu	TV and Video Streaming Services	0.3508
215. Pillar	Enterprise Storage	0.3474
216. Iomega Storcenter	External Hard Drives	0.3442
217. 2Wire	Home Connectivity	0.3425
218. HP Palm webOS	Mobile OS	0.3421
219. Kaspersky	Personal Internet Security	0.3396
220. Flickr	Social Media	0.3355
221. Hitachi Data Storage	External Hard Drives	0.3350
222. THQ	Video Game Publishers	0.3274
223. Kyocera	Bluetooth Headsets	0.3273
224. Pinnacle	Multimedia Graphics Software	0.3254
225. Checkpoint	Enterprise Security Software	0.3244
226. VirginMobile	Wireless Carriers	0.3206
227. CA	Enterprise Security Software	0.3172
228. Beats by Dre	High Fidelity Headphones	0.3171
229. Juniper Networks	Networking Devices	0.3145
230. Lifelock	Personal Internet Security	0.3089
231. FUJITSU	Servers	0.2996
232. LSI	Enterprise Storage	0.2992
233. Newegg	Internet Pure Play Shopping	0.2977
234. Namco Bandai	Video Game Publishers	0.2959
235. RSA Security	Enterprise Security Software	0.2955
236. CISCO Valet	Home Connectivity	0.2948
237. Creative Technologies	Computer Peripherals	0.2938
238. Boxee Box (by D-Link)	Home Media Entertainment Devices	0.2869
239. JBL	Computer Peripherals	0.2858
240. Checkpoint Zone Alarm	Personal Internet Security	0.2819

Brand	Category	Brand Impact Score
241. Apple Airport	Home Connectivity	0.2814
242. Webroot	Personal Internet Security	0.2799
243. Sonos Digital Music	Home Media Entertainment Devices	0.2799
244. Saba	Enterprise Software	0.2782
245. Cox Enterprises	TV and Video Streaming Services	0.2774
246. Shutterfly	Internet Pure Play Shopping	0.2752
247. Fuji	Printers	0.2727
248. Westinghouse	HDTV	0.2685
249. US Cellular	Wireless Carriers	0.2671
250. Blogger	Social Media	0.2628
251. Fujitsu	External Hard Drives	0.2624
252. Lookout Mobile Security	Enterprise Security Software	0.2607
253. Grado	High Fidelity Headphones	0.2558
254. Lenovo	Personal Computers	0.2537
255. Fujitsu	Computers (Work)	0.2512
256. Mitsubishi	Computer Peripherals	0.2482
257. Charter Communications	TV and Video Streaming Services	0.2452
258. Cablevision Systems	TV and Video Streaming Services	0.2424
259. 3Com	Home Connectivity	0.2370
260. Kensington	Computer Peripherals	0.2341
261. AppleTV	TV and Video Streaming Services	0.2258
262. Opera	Internet Browser	0.2219
263. Lookout Mobile Security	Personal Internet Security	0.2167
264. Archos	Portable Media Players	0.2049
265. MetroPCS	Wireless Carriers	0.2042
266. Friendster	Social Media	0.1943
267. Force10Networks	Networking Devices	0.1920
268. Yelp	Social Media	0.1841
269. Fujitsu	Personal Computers	0.1818
270. Digg	Social Media	0.1808

Brand	Category	Brand Impact Score
271. StumbleUpon	Social Media	0.1797
272. StubHub	Internet Pure Play Shopping	0.1704
273. Adaptec	Computer Peripherals	0.1676
274. Buffalo	External Hard Drives	0.1645
275. Foursquare	Social Media	0.1625
276. Rockmelt	Internet Browser	0.1570
277. Symbian OS	Mobile OS	0.1530
278. Ning	Social Media	0.1513
279. Buffalo	Home Connectivity	0.1318
280. Meebo	Social Media	0.1291
281. Vudu	TV and Video Streaming Services	0.1169
282. Delicious	Social Media	0.1122
283. Second Life	Social Media	0.0809
284. Foodspotting	Social Media	0.0564
285. Sezmi	TV and Video Streaming Services	-

Brand Impact Scores:
B2B Categories

liquid

Category: Networking Devices

Winner: **CISCO**

● Awareness

● Consideration

● Preference

● Purchase Intent
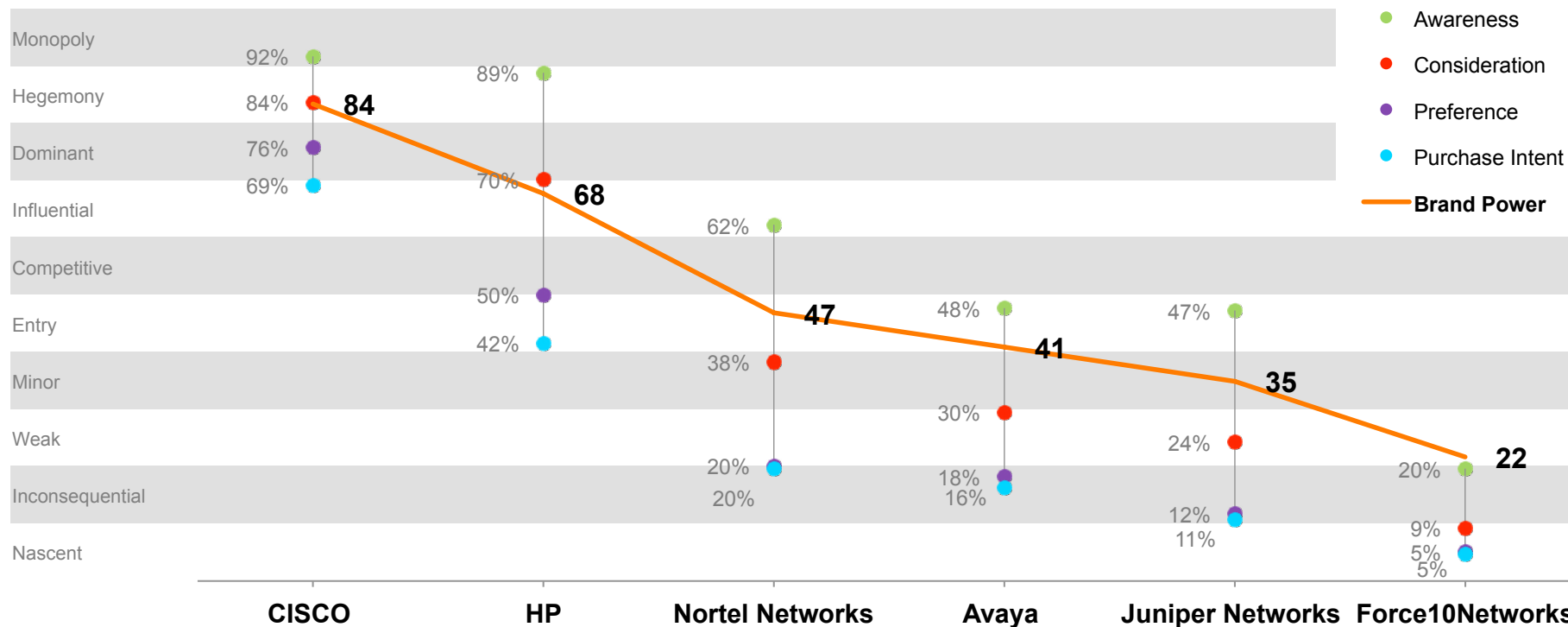
— **Brand Power**

	CISCO	HP	Nortel Networks	Avaya	Juniper Networks	Force10 Networks
Brand Power Trend						
2009-'10	+4.7	-1.8	-0.1	+4.1	-3.7	-
2008-'09	+5.3	+8.8	+5.5	+7.3	+12.1	-
Brand Reputation	97	81	67	77	71	88
Brand Impact	.82	.64	.43	.37	.31	.19

liquid

Category: CRM Software

Winner: **Microsoft**

- Awareness (green)
- Consideration (red)
- Preference (purple)
- Purchase Intent (cyan)
- **Brand Power** (orange line)

Chart vertical axis (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values across companies: 82, 74, 63, 61, 47, 45, 35, 28

Microsoft: Awareness 91%, Consideration 78%, Preference 68%, Purchase Intent 66%
Oracle (Siebel): Awareness 81%, Consideration 67%, Preference 59%, Purchase Intent 54%
SAP: Awareness 74%, Consideration 58%, Preference 41%, Purchase Intent 38%
Salesforce.com: Awareness 64%, Consideration 52%, Preference 39%, Purchase Intent 37%
Netsuite: Awareness 56%, Consideration 41%, Preference 24%, Purchase Intent 22%
Sage: Awareness 52%, Consideration 36%, Preference 21%, Purchase Intent 20%
Aplicor: Awareness 26%, Consideration 18%, Purchase Intent 12%, 12%
Amdocs: Awareness 26%, Consideration 15%, 8%, Purchase Intent 8%

	Microsoft	**Oracle (Siebel)**	**SAP**	**Salesforce .com**	**Netsuite**	**Sage**	**Aplicor**	**Amdocs**
Brand Power Trend								
2009-' 10	-1.9	-2.9	-4.7	+5.6	-5.4	-2.4	-	-
2008- '09	+9.3	+10.9	+13.0	+9.7	+24.1	+13.3	-	-
Brand Reputation	**90**	**92**	**85**	**85**	**77**	**80**	**91**	**78**
Brand Impact	**.82**	**.77**	**.66**	**.65**	**.52**	**.50**	**.43**	**.35**

liquid

Category: Virtualization Software

Winner: **Microsoft**

	Awareness
●	Awareness
●	Consideration
●	Preference
●	Purchase Intent
—	**Brand Power**

Monopoly

93%

Hegemony

82

81%

Dominant

71

69%
66%   70%   70%

Influential

61%   **61**

Competitive

53%   53%   **52**

50%   **47**

Entry   56%

41%   44%   49%   **42**

Minor   37%   37%

33%   **34**

30%

Weak   27%   23%

25%   21%   19%   20%

17%

Inconsequential   12%

12%

Nascent
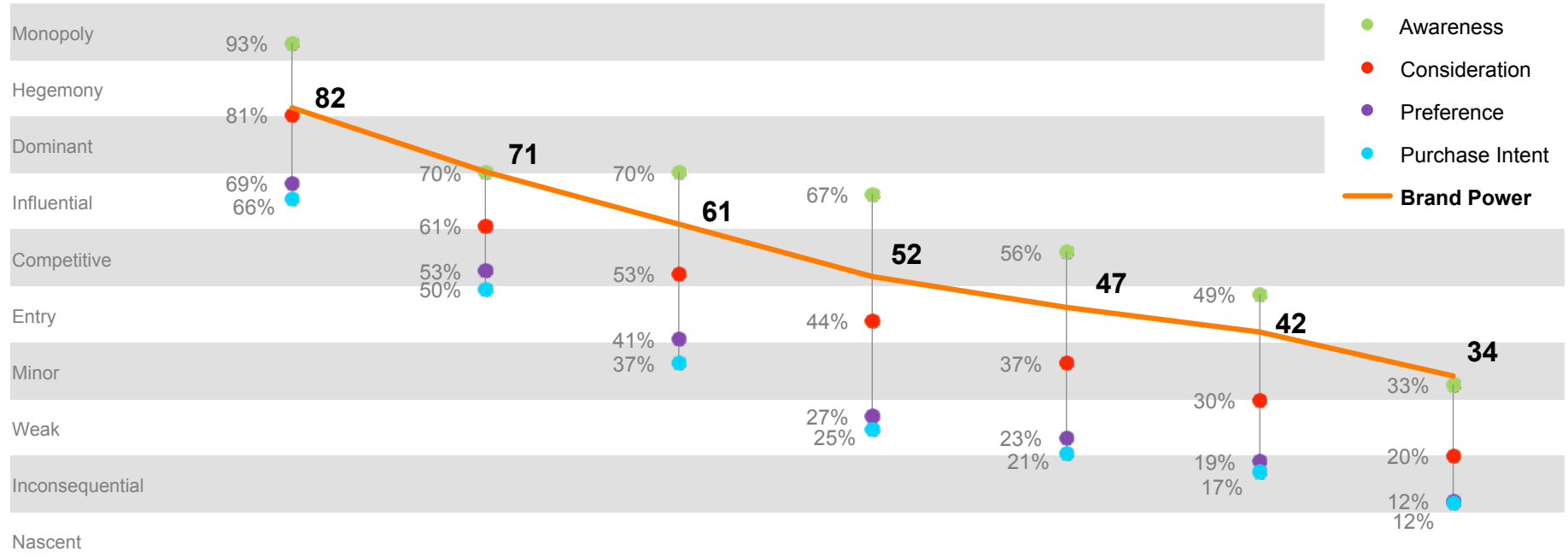
	Microsoft	VMWare	Oracle/Sun	Novell	Red Hat	Xensource (Citrix)	Parallels
Brand Power Trend							
2009-'10	-4.5	+8.5	-1.9	-8.2	-15.3	-3.2	-8.8
2008-'09	+35.1	+29.7	+29.5	+28.8	+37.1	+27.9	+30.3
Brand Reputation	84	92	86	77	84	80	79
Brand Impact	.84	.77	.66	.65	.52	.50	.43

liquid

Category: Conferencing Solutions

Winner: **Microsoft LiveMeeting**

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

- Awareness
- Consideration
- Preference
- Purchase Intent
- **Brand Power**

MS Live Meeting — 70, Awareness 81%, Consideration 66%, Preference 52%, Purchase Intent 48%

Skype — 60, Awareness 79%, Consideration 53%, Preference 36%, Purchase Intent 32%

Cisco WebEx — 59, Awareness 67%, Consideration 57%, Preference 40%, Purchase Intent 35%

Citrix GoToMeeting — 50, Awareness 55%, Consideration 42%, Preference 29%, Purchase Intent 25%

Telepresence — 49, Awareness 56%, Consideration 36%, Preference 26%, Purchase Intent 23%

Adobe Connect — 45, Awareness 53%, Consideration 34%, Preference 21%, Purchase Intent 20%

IBM Lotus Sametime — 42, Awareness 47%, Consideration 29%, Preference 19%, Purchase Intent 18%

HP Halo — 41, Awareness 35%, Consideration 25%, Preference 17%, Purchase Intent 16%

Polycom Real Presence — 29, Awareness 25%, Consideration 15%, Preference 10%, Purchase Intent 8%

Fuze Meeting — 29, Awareness 21%, Consideration 12%, Preference 9%, Purchase Intent 8%

	MS Live Meeting	Skype	Cisco WebEx	Citrix GoToMeeting	Telepresence	Adobe Connect	IBM Lotus Sametime	HP Halo	Polycom Real Presence	Fuze Meeting
Brand Power Trend										
2009-'10	-10.9	-	-5.4	-2.3	-7.3	-12.7	-17.5	-12.8	-7.0	-
2008-'09	+27.3	-	+33.1	-	-	+28.4	—	—	+19.2	—
Brand Reputation	85	68	91	82	84	79	74	82	78	84
Brand Impact	.72	.61	.64	.55	.54	.50	.47	.47	.37	.37

Category: Enterprise Security Software

Winner: **Microsoft**

Legend:
- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- ─── **Brand Power**

Vertical axis (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values shown on chart: 80, 66, 63, 62, 61, 55, 52, 43, 42, 41, 32, 21

	Microsoft	IBM	Oracle / Sun	HP	Cisco	Dell	Symantec	SAP	EMC	SAS	CA	Saba
Brand Power Trend												
2009-'10	+2.0	-2.8	+1.4	-2.2	+0.0	-0.2	-1.0	-6.1	+13.2	+3.3	-1.4	-
2008-'09	+4.0	+10.2	+4.8	+3.3	+3.3	+7.2	+11.9	-	+5.1	-	+4.3	-
Brand Reputation	88	84	83	82	87	71	74	72	76	76	75	64
Brand Impact	.81	.69	.66	.65	.65	.57	.55	.47	.47	.46	.39	.28

liquid

Category: Multimedia Graphics Software

Winner: **Adobe**

	Awareness
	Consideration
	Preference
	Purchase Intent
	Brand Power

Monopoly — 97%

Hegemony — 87% **85**

Dominant — 92%

Influential — 74% / 71% **73**

Competitive — 79% / 77%

Entry — 53% / 49% **51** **50**

Minor — 41% / 44%

Weak — 49% / 42% **30** **28**

Inconsequential — 20% / 18% / 21% / 18% / 21% / 15%

Nascent — 7% / 6% / 7% / 6%
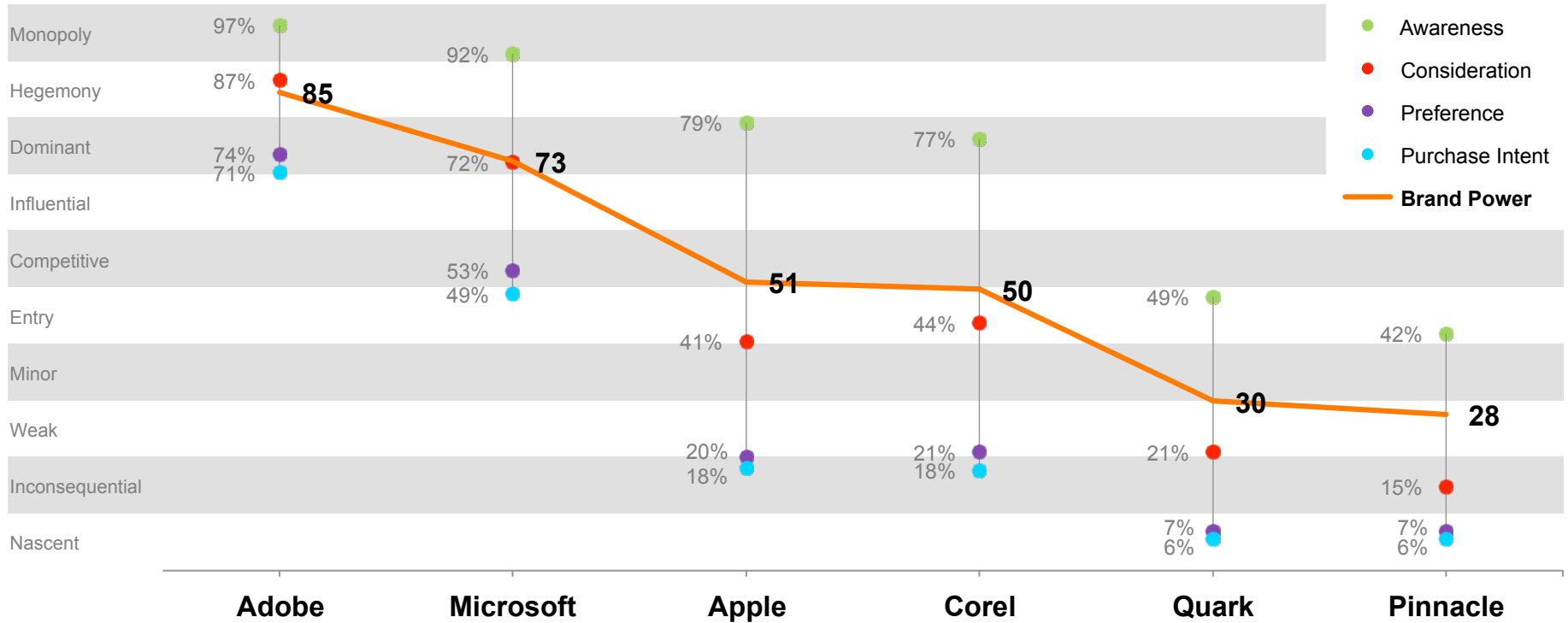
	Adobe	Microsoft	Apple	Corel	Quark	Pinnacle
Brand Power Trend						
2009-'10	+0.6	+3.1	-3.5	-5.5	-6.4	-4.9
2008-'09	+1.4	-1.0	+6.6	+2.6	+3.3	+1.8
Brand Reputation	96	77	84	69	63	60
Brand Impact	.86	.73	.56	.53	.35	.33

liquid

Category: Enterprise Storage

Winner: **HP**

Legend:
- Awareness
- Consideration
- Preference
- Purchase Intent
- **Brand Power**

Y-axis labels (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values: 76, 73, 65, 64, 51, 42, 41, 41, 29, 28, 23

Data points:
- HP: 88%, 75%, 59%, 56%
- IBM: 85%, 70%, 55%, 52%
- Oracle / Sun: 76%, 60%, 46%, 40%
- Dell: 80%, 58%, 43%, 38%
- EMC: 56%, 40%, 27%, 25%
- Fujitsu: 59%, 32%, 18%, 15%
- Hitachi Data Systems: 55%, 29%, 17%, 15%
- NetApp: 50%, 30%, 18%, 16%
- BlueArc: 20%, 13%, 9%, 8%
- Pillar: 23%, 13%, 8%, 8%
- LSI: 24%, 11%, 5%, 5%

	HP	IBM	Oracle / Sun	Dell	EMC	Fujitsu	Hitachi Data Systems	NetApp	BlueArc	Pillar	LSI
Brand Power Trend											
2009-'10	-3.6	-4.4	+1.4	-8.7	-0.4	-7.0	-11.3	-3.2	-2.4	+2.9	-6.1
2008-'09	+16.2	+18.5	+23.0	+14.2	+22.1	+21.3	+24.9	+28.1	+28.2	+18.6	+20.9
Brand Reputation	84	87	83	75	89	73	70	77	71	70	68
Brand Impact	.77	.75	.67	.65	.56	.47	.46.	.46	.36	.35	.30

liquid

Category: Servers

Winner: **HP**

	Awareness
	Consideration
	Preference
	Purchase Intent
	Brand Power

Monopoly

Hegemony   88%   89%   90%

Dominant   **70**   **69**

Influential   69%   63%   **63**

Competitive

Entry   51%   49%   **51**
    46%   44%   71%

Minor   39%   38%   35%
    32%

Weak   25%   **25**
    22%

Inconsequential

Nascent   9%
    5%
    5%
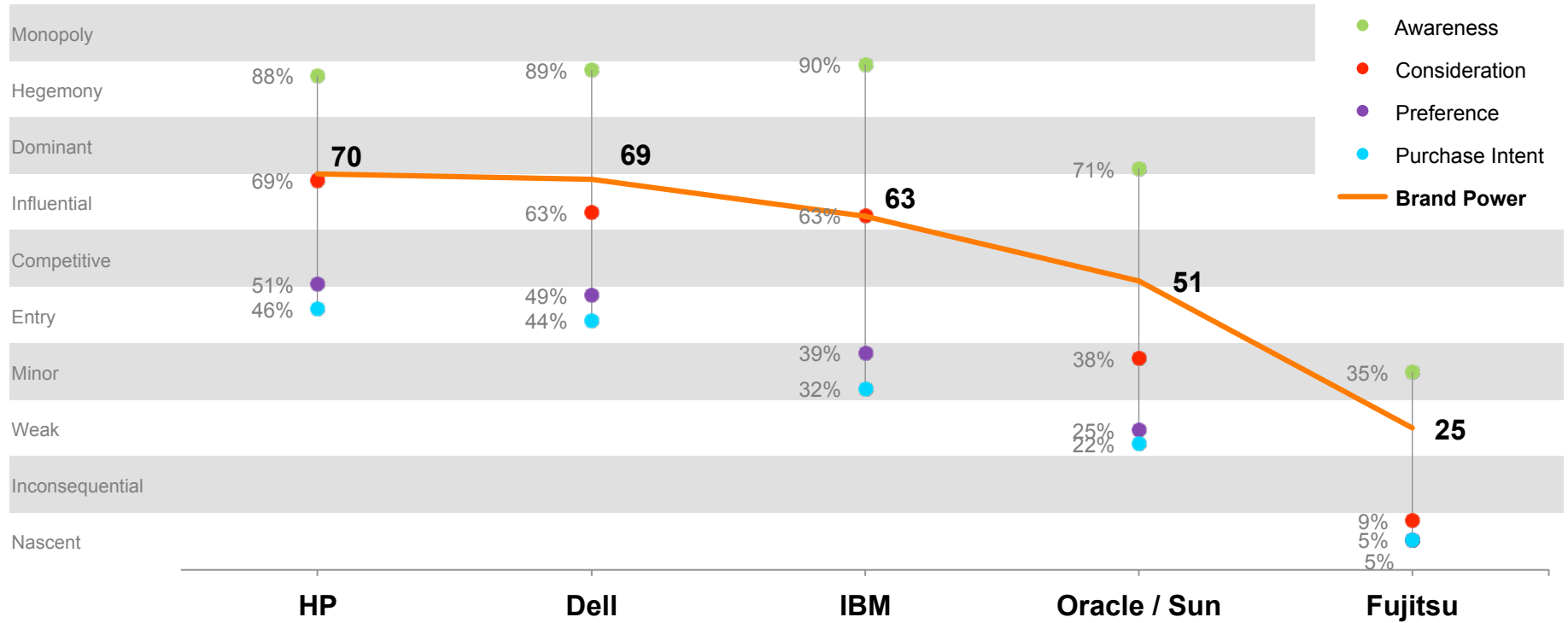
	HP	Dell	IBM	Oracle / Sun	Fujitsu
Brand Power Trend					
2009-'10	-1.9	-5.5	-7.0	+2.4	-7.3
2008-'09	+4.5	+2.9	+5.3	+6.8	+9.7
Brand Reputation	82	75	79	82	57
Brand Impact	.72	.70	.65	.56	.30

liquid

Category: Semiconductors

Winner: **Intel**

Legend:
- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- — **Brand Power**

Brand Power line values: 84, 67, 66, 62, 59, 57, 54, 52, 50, 41, 39, 38, 36
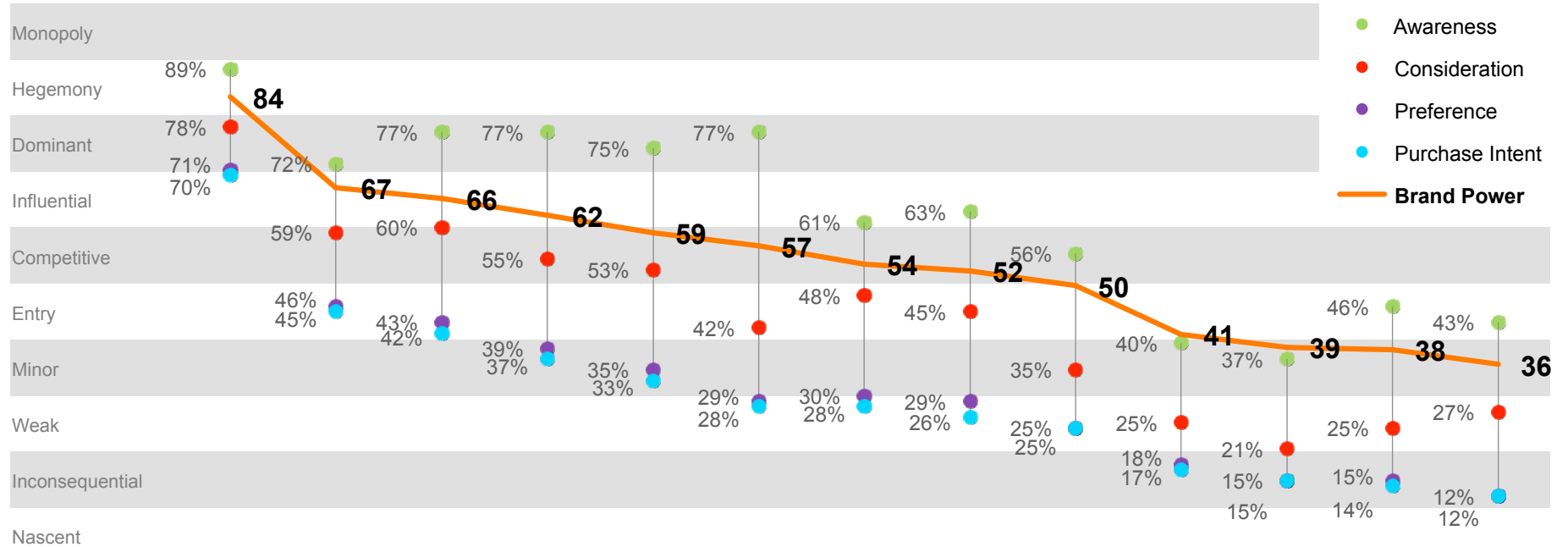
	Intel	AMD	TI	Sony	Samsung	Toshiba	Micron	Qualcomm	Broadcom	Freescale	Lattice	Marvell	LSI
Brand Power Trend													
2009-' 10	+1.2	+4.4	+0.9	+0.8	+1.2	+3.0	–	+5.5	+5.7	+1.1	–	+2.6	+0.8
2008- '09	+36.3	+24.7	+22.4	–	+19.9	–	–	–	+11.6	-14.9	–	+3.3	+2.5
Brand Reputation	89	91	90	83	77	78	86	81	75	86	74	78	74
Brand Impact	.85	.71	.69	.66	.62	.60	.59	.57	.54	.48	.44	.44	.42

liquid

Category: Enterprise Software

Winner: **Microsoft**

Legend:
- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- — **Brand Power**

Y-axis bands (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values along curve: 80, 66, 63, 62, 61, 55, 52, 43, 42, 41, 32, 21

	Microsoft	IBM	Oracle / Sun	HP	Cisco	Dell	Symantec	SAP	EMC	SAS	CA	Saba
Brand Power Trend												
2009-'10	+2.0	-2.8	+1.4	-2.2	+0.0	-0.2	-1.0	-6.1	+13.2	+3.3	-1.4	-
2008-'09	+4.0	+10.2	+4.8	+3.3	+3.3	+7.2	+11.9	-	+5.1	-	+4.3	-
Brand Reputation	88	84	83	82	87	71	74	72	76	76	75	64
Brand Impact	.81	.69	.66	.65	.65	.57	.55	.47	.47	.46	.39	.28

liquid

Category: Mobile OS

Winner: **Android**

Legend:
- Awareness (green)
- Consideration (red)
- Preference (purple)
- Purchase Intent (cyan)
- **Brand Power** (orange line)

Vertical axis (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

	Android	iPhone OS	Blackberry OS	Windows OS	HP Palm webOS	Symbian OS
Awareness	86%	82%	87%	80%	60%	22%
Consideration	60%	59%	61%	44%	18%	3%
Preference	46%	43%	37%	27%		
Purchase Intent	40%	40%	33%	22%	5%	1%
Brand Power	66	65	62	54	33	13

Brand Power Trend	Android	iPhone OS	Blackberry OS	Windows OS	HP Palm webOS	Symbian OS
2009-'10	–	–	–	–	–	–
2008-'09	–	–	–	–	–	–
Brand Reputation	86	86	78	62	39	26
Brand Impact	.82	.64	.43	.37	.31	.19

liquid

Category: Computers (Work)

Winner: **Dell**
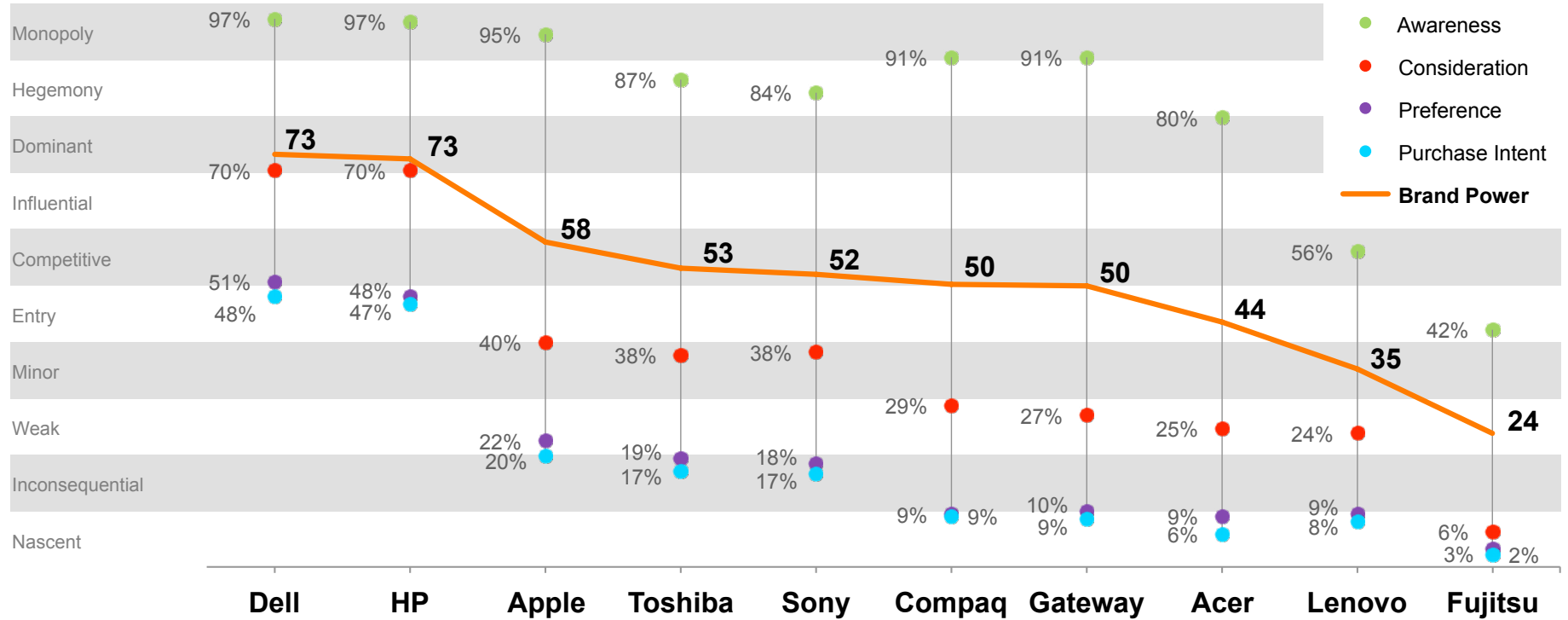
	Dell	HP	Apple	Toshiba	Sony	Compaq	Gateway	Acer	Lenovo	Fujitsu
Brand Power Trend										
2009-'10	–	–	–	–	–	–	–	–	–	–
2008-'09	–	–	–	–	–	–	–	–	–	–
Brand Reputation	75	79	78	63	71	41	38	46	57	33
Brand Impact	.74	.73	.61	.55	.55	.49	.48	.44	.38	.25

Brand Impact Scores:
B2C Categories

liquid

Category: Wireless Carriers

Winner: **Verizon**

	Awareness
	Consideration
	Preference
	Purchase Intent
	Brand Power

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

Verizon — 78%, 65, 62%, 45%, 40%
AT&T — 75%, 55, 49%, 35%, 26%
T-Mobile — 68%, 46, 32%, 20%, 17%
Sprint — 69%, 45, 33%, 17%, 14%
Virgin Mobile — 58%, 32, 14%, 5%, 3%
US Cellular — 45%, 26, 10%, 4%, 3%
MetroPCS — 32%, 19, 9%, 2%, 2%
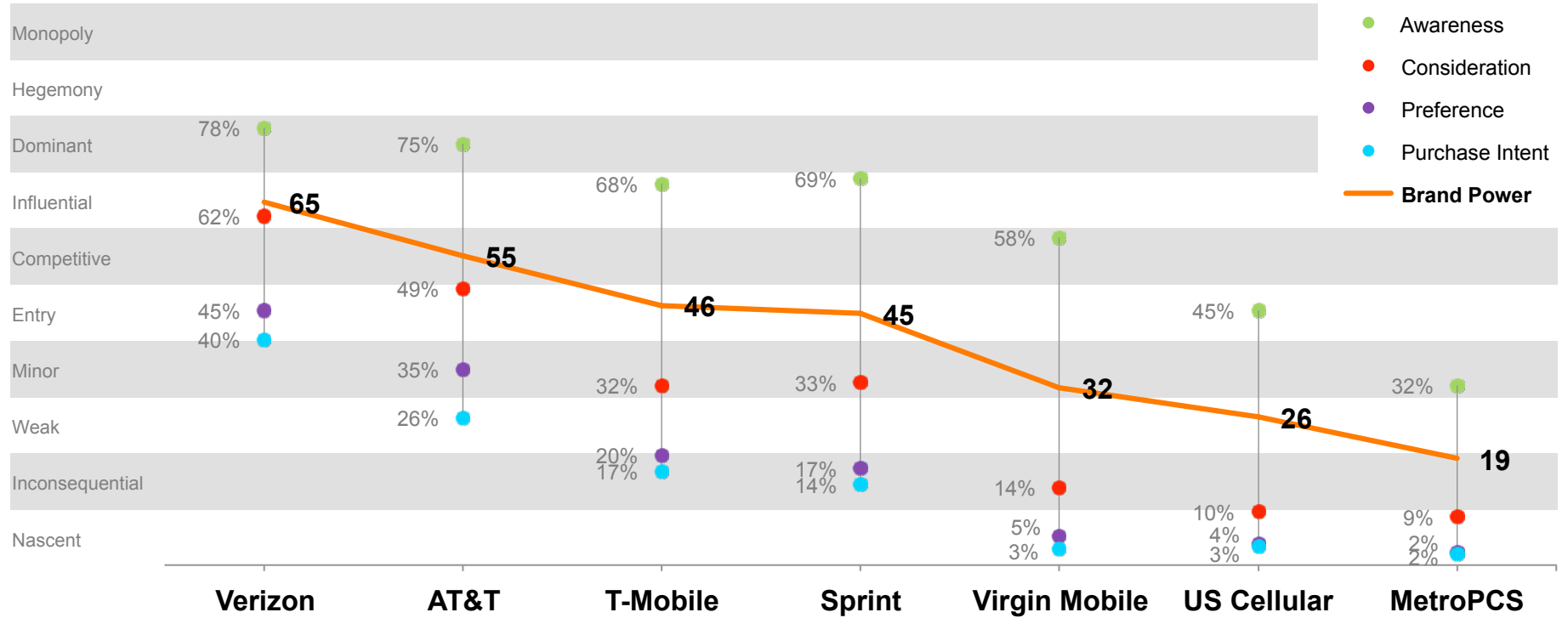
	Verizon	**AT&T**	**T-Mobile**	**Sprint**	**Virgin Mobile**	**US Cellular**	**MetroPCS**
Brand Power Trend							
2009-'10	-0.4	-3.9	-3.0	-2.4	+1.6	+0.7	+1.6
2008-'09	+3.4	-3.5	-3.1	+0.1	-3.5	-5.1	+9.0
Brand Reputation	83	62	52	47	34	28	28
Brand Impact	.84	.77	.66	.65	.52	.50	.43

liquid

Category: External Hard Drives

Winner: **Western Digital**

- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- ── **Brand Power**

Monopoly

Hegemony

Dominant

Influential

Competitive   59% **58**   54% **55**   56%

Entry   51%   45%   **47**

Minor   40%   35%   36%

Weak   34%   31%   26%   **29**   **27**

Inconsequential   21%   18%   17%   12%   **20**

Nascent   9%   8%   27%   8%   **10**
8%   7%   4%   4%
3%   1%   1%
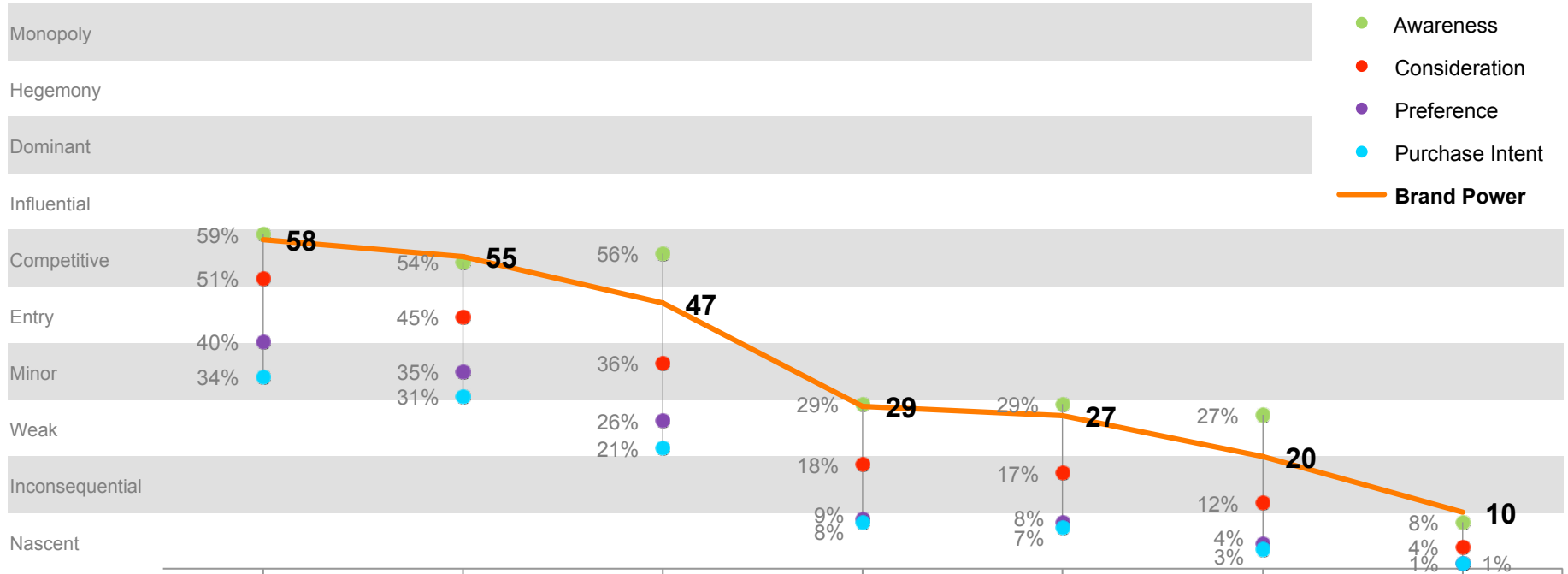
	Western Digital	Seagate	Dell	Iomega	Hitachi	Fujitsu	Buffalo
Brand Power Trend							
2009-'10	+1.3	+3.7	-9.8	+5.9	+4.3	-5.1	-4.5
2008-'09	-3.3	-0.7	-0.4	-13.2	-4.2	-6.9	-
Brand Reputation	82	82	71	67	70	63	53
Brand Impact	.59	.51	.62	.26	.34	.34	.16

liquid

Category: HDTV

Winner: **Sony**

- 🟢 Awareness
- 🔴 Consideration
- 🟣 Preference
- 🔵 Purchase Intent
- ── **Brand Power**

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

Sony — 89%, 76%, **67**, 49%, 41%

Samsung — 81%, 63%, **61**, 38%, 34%

Panasonic — 80%, 54%, **55**, 28%, 24%

LG — 78%, 58%, **53**, 25%, 23%

Vizio — 76%, 46%, **52**, 25%, 21%

Sharp — 75%, 42%, **44**, 14%, 10%

Philips — 78%, 34%, **44**, 10%, 8%

JVC — 61%, 26%, **37**, 9%, 8%

Hitachi — 64%, 20%, **35**, 5%, 4%

Westinghouse — 48%, 13%, **26**, 4%, 3%
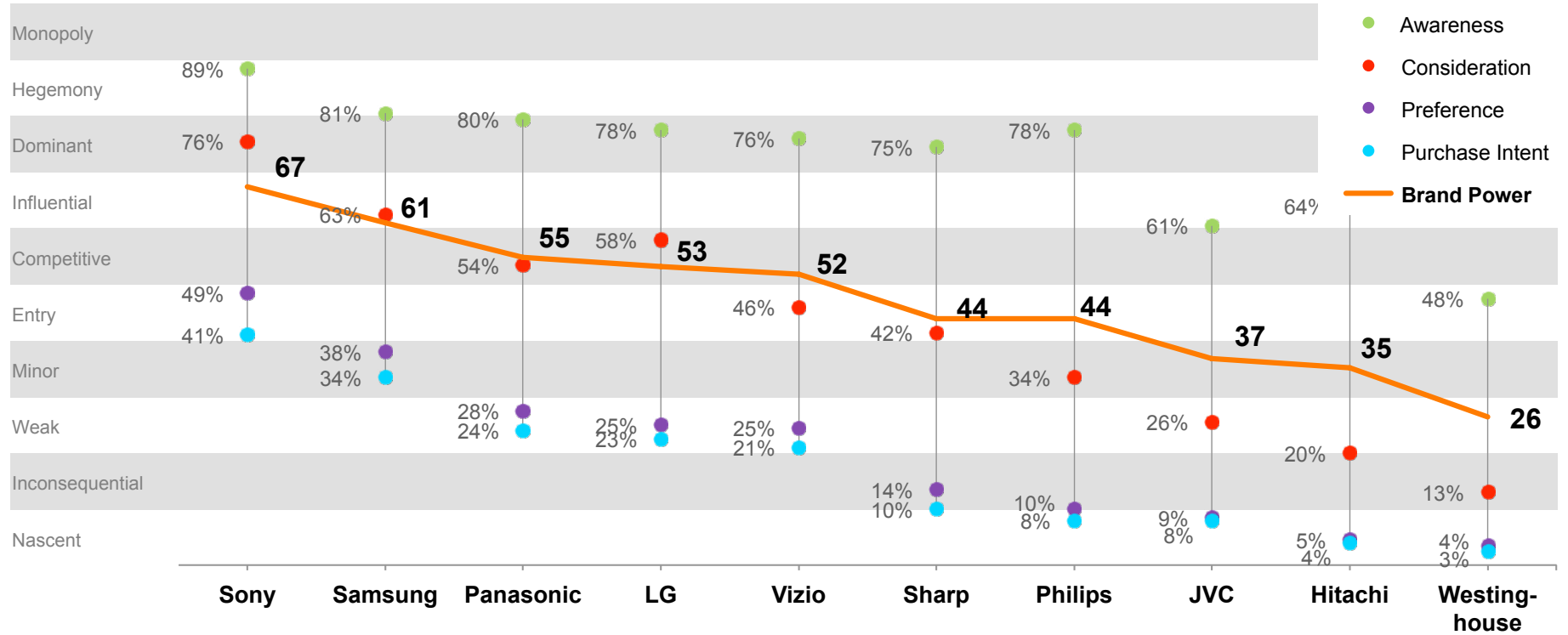
	Sony	Samsung	Panasonic	LG	Vizio	Sharp	Philips	JVC	Hitachi	Westing-house
Brand Power Trend										
2009-'10	-1.5	+4.1	+1.1	+4.9	+14.6	-5.7	-0.5	+3.6	-0.7	+0.2
2008-'09	-3.4	+2.3	-5.1	+0.4	+3.2	-2.5	-8.4	-9.4	-8.9	-3.1
Brand Reputation	88	81	69	74	59	58	48	51	43	29
Brand Impact	.85	.71	.69	.66	.62	.60	.59	.57	.54	.48

liquid

Category: Portable Media Players

Winner: **Apple iPod**

●	Awareness	
●	Consideration	
●	Preference	
●	Purchase Intent	
—	**Brand Power**	

Monopoly

Hegemony   87%

Dominant   77%   **79**
            71%

Influential   62%

Competitive

Entry   62%   **43**   48%   **42**

Minor   31%   35%   **31**

Weak   28%

Inconsequential   20%   19%   17%   **14**
                14%   18%   11%   11%
                        9%

Nascent   3%
          2%   2%
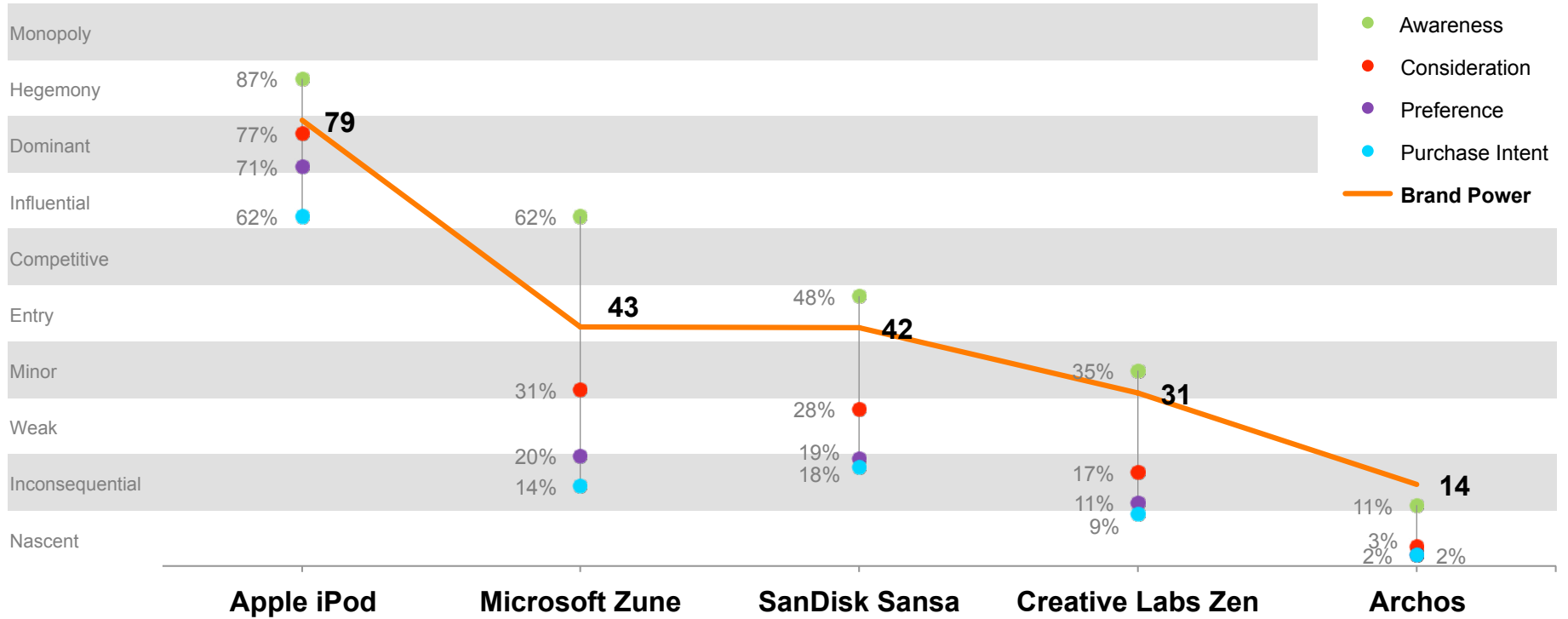
	Apple iPod	**Microsoft Zune**	**SanDisk Sansa**	**Creative Labs Zen**	**Archos**
Brand Power Trend					
2009-'10	+0.7	-1.5	+5.6	-5.1	+9.8
2008-'09	-0.2	-3.1	-2.2	-3.6	-2.5
Brand Reputation	92	70	66	66	55
Brand Impact	.81	.36	.46	.47	.20

liquid

Category: Gaming Consoles

Winner: **Sony Playstation 3**
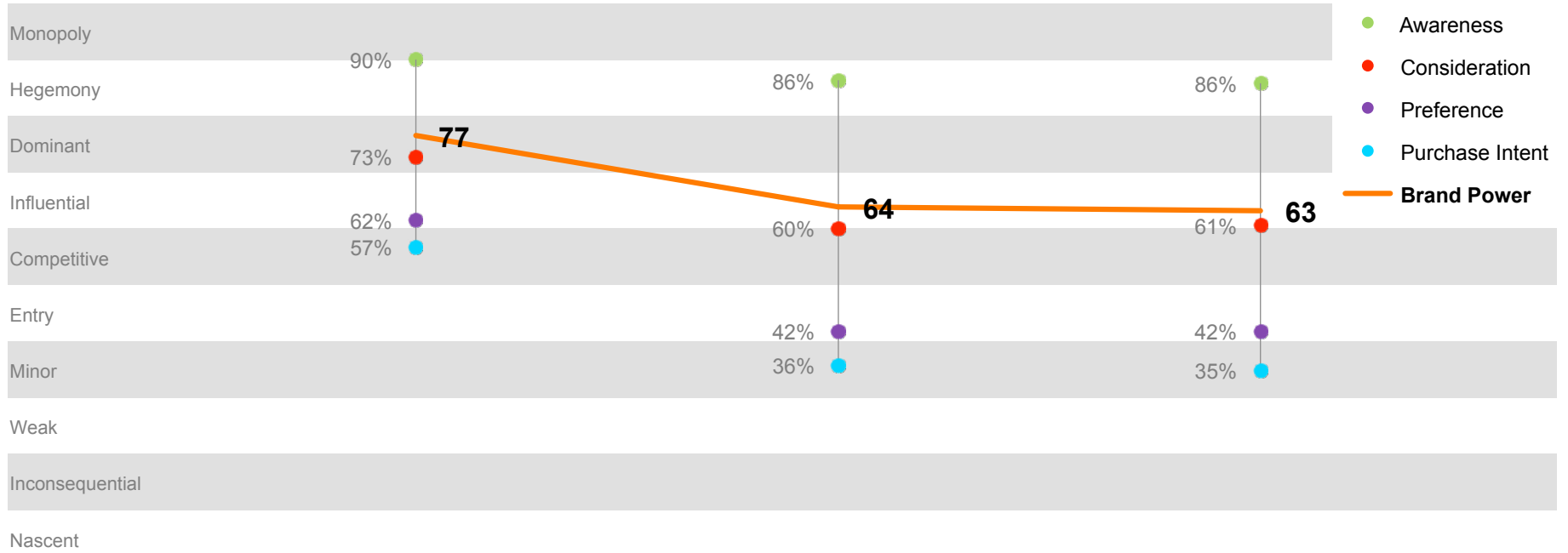
	Sony Playstation 3	Microsoft Xbox 360	Nintendo Wii
Brand Power Trend			
2009-'10	-3.6	-2.6	-4.9
2008-'09	+14.5	-7.1	+2.0
Brand Reputation	90	88	85
Brand Impact	.79	.67	.66

liquid

Category: Bluetooth Headsets

Winner: **Motorola**

● Awareness
● Consideration
● Preference
● Purchase Intent
━━ **Brand Power**

Monopoly

Hegemony

Dominant   76%

Influential   64% **64**

Competitive   59%

51%   **49**

Entry   43%

Minor   41% **44**   36%   50%   **41**   32%   38%   **39**   **37**   **34**   36%

Weak   28%   32%   28%   **28**

Inconsequential   23%   23%   20%   18%   17%   18%   29%   21%   20%
                  15%   14%   14%   13%   9%
                                          12%   7%

Nascent
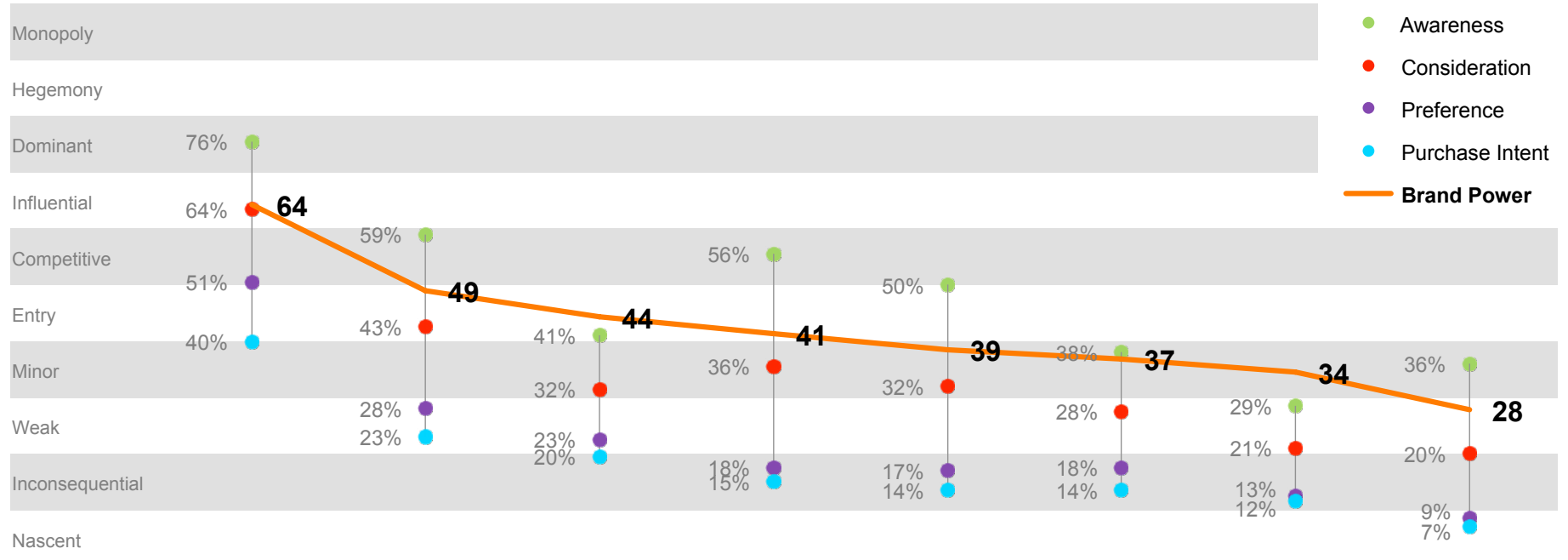
	Motorola	**Samsung**	**Plantronics**	**Nokia**	**Sony Ericsson**	**Jabra**	**Jawbone**	**Kyocera**
Brand Power Trend								
2009-'10	-10.0	+4.0	+4.9	-5.5	-4.0	+2.8	-1.1	+11.7
2008-'09	-2.9	+4.2	+0.4	+5.7	+4.9	-6.2	+18.7	-6.5
Brand Reputation	83	80	79	77	75	75	77	61
Brand Impact	.67	.54	.50	.47	.44	.42	.41	.33

liquid

Category: Video Game Publishers

Winner: **Nintendo**
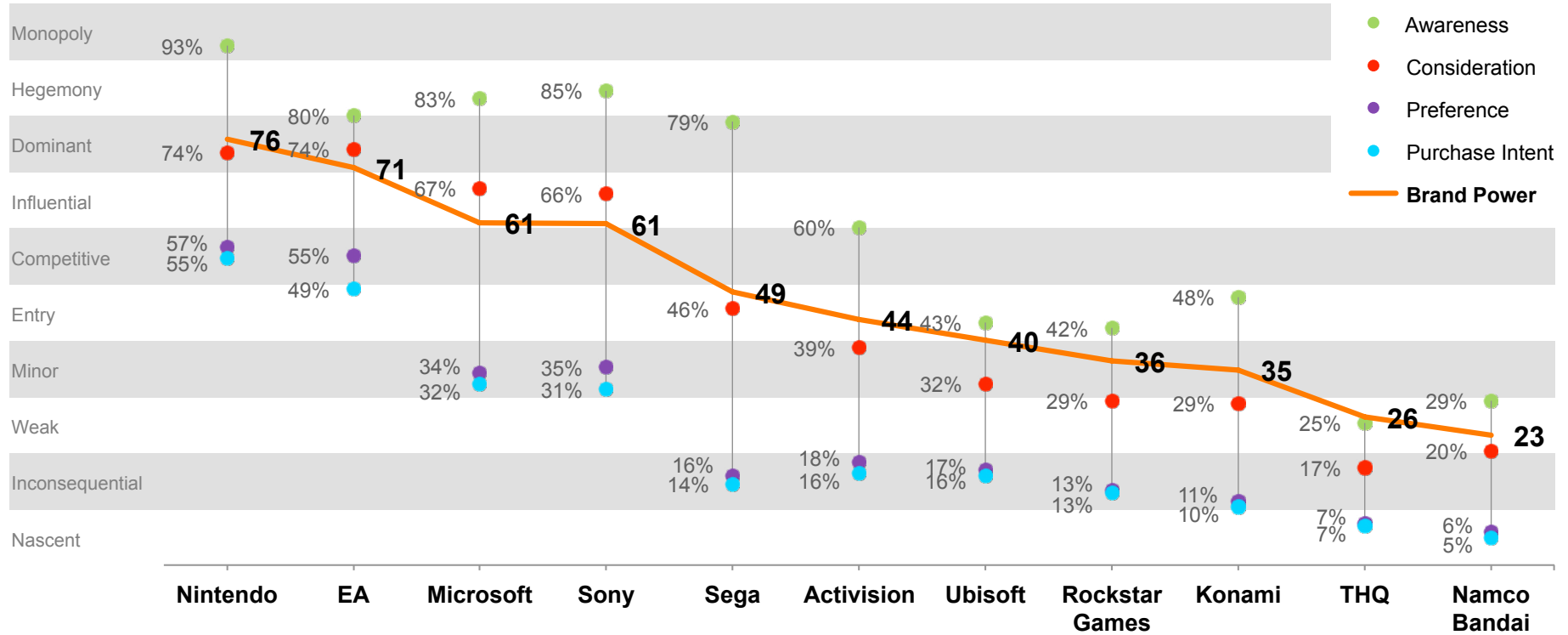
	Nintendo	EA	Microsoft	Sony	Sega	Activision	Ubisoft	Rockstar Games	Konami	THQ	Namco Bandai
Brand Power Trend											
2009-'10	-1.8	+2.6	-9.6	-6.6	-5.2	-7.0	-1.4	-14.7	-9.9	-13.4	-
2008-'09	-	+3.3	-2.4	-2.8	-6.9	-4.2	-1.1	+13.0	-2.2	-	-
Brand Reputation	86	91	79	83	68	72	74	72	65	69	66
Brand Impact	.77	.74	.64	.64	.52	.48	.45	.42	.39	.33	.30

liquid

Category: Social Media

Winner: **Facebook**

Legend:
- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- — **Brand Power**

Brand Power values on line: 93, 54, 49, 47, 38, 33, 22, 20, 17, 15, 14, 14, 13, 10, 1

Awareness percentages: Facebook 99%/94%, YouTube 89%, Twitter 88%, MySpace 91%, LinkedIn 63%, Flickr 61%, Blogger 28%, Friendster 39%, Digg 33%, StumbleUpon 22%, foursquare 21%, Yelp 21%, Ning 2%, Meebo 18%, delicious 18%

Consideration: YouTube 41%, Twitter 30%, MySpace 25%, LinkedIn 14%, Blogger 8%, Friendster 3%, Digg 3%, StumbleUpon 6%, foursquare 4%, Yelp 5%, Ning 2%, Meebo 2%

MySpace Purchase Intent 15%

	Facebook	YouTube	Twitter	MySpace	LinkedIn	Flickr	Blogger	Friendster	Digg	StumbleUpon	foursquare	Yelp	Ning	Meebo	delicious
Brand Power Trend															
2009-'10	+11.3	-4.9	-0.8	-19.3	+0.9	-9.6	-5.2	-11.4	-9.4	-8.1	-	-2.0	+2.4	-	-7.6
2008-'09	+28.9	+3.3	-	-12.1	+17.6	-	+0.6	+0.5	-	-	-	-	-	-	-
Brand Reputation	88	77	51	24	46	37	51	15	23	33	29	44	30	28	17
Brand Impact	.92	.58	.49	.43	.40	.34	.26	.19	.18	.18	.16	.18	.15	.13	.11

liquid

Category: Consumer Smartphone

Winner: **Apple iPhone**
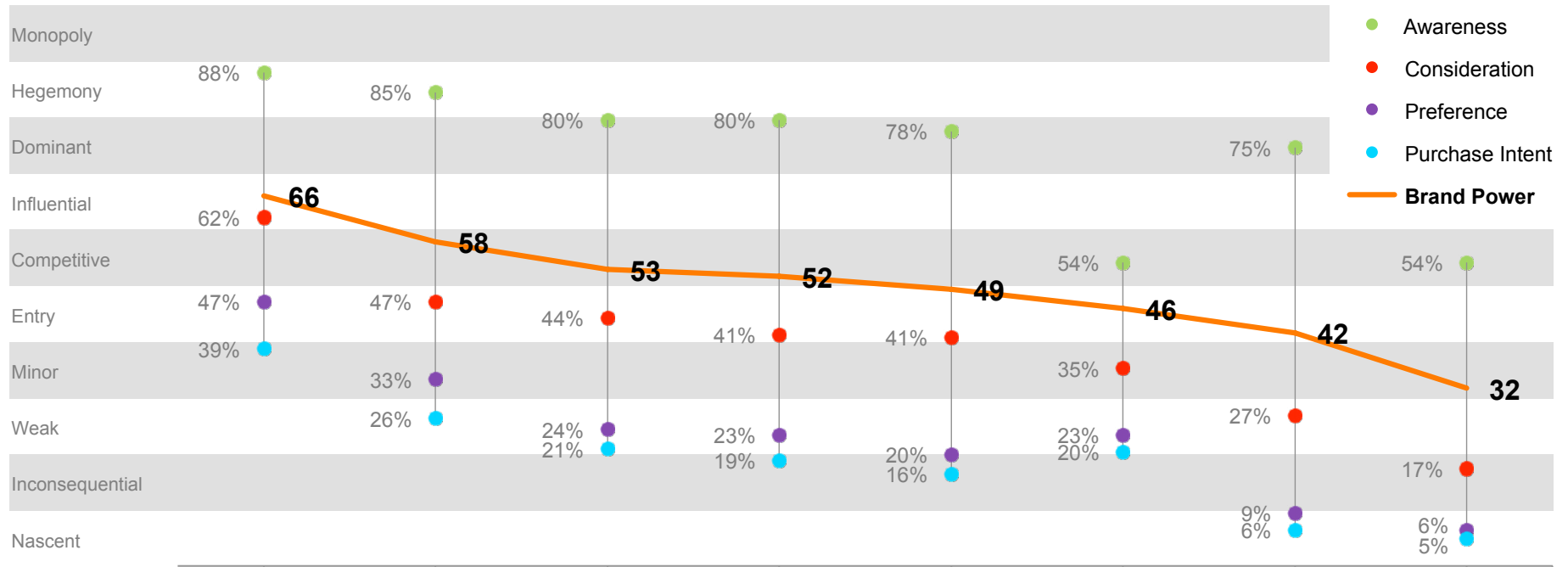
	iPhone (Apple)	Blackberry RIM	Motorola	Samsung	LG	HTC	Nokia	HP Palm
Brand Power Trend								
2009-'10	+3.3	-7.9	+2.6	+5.1	0	+7.5	-3.5	-9.5
2008-'09	+5.1	+17.3	-6.3	+3.6	-	-	+2.3	-2.1
Brand Reputation	88	83	63	70	69	79	51	59
Brand Impact	.69	.62	.54	.54	.52	.51	.43	.36

liquid

Category: Personal Computers

Winner: **Dell**

Legend:
- 🟢 Awareness
- 🔴 Consideration
- 🟣 Preference
- 🔵 Purchase Intent
- — **Brand Power**

Y-axis levels (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values along line: 67, 66, 50, 48, 47, 42, 42, 42, 21, 15
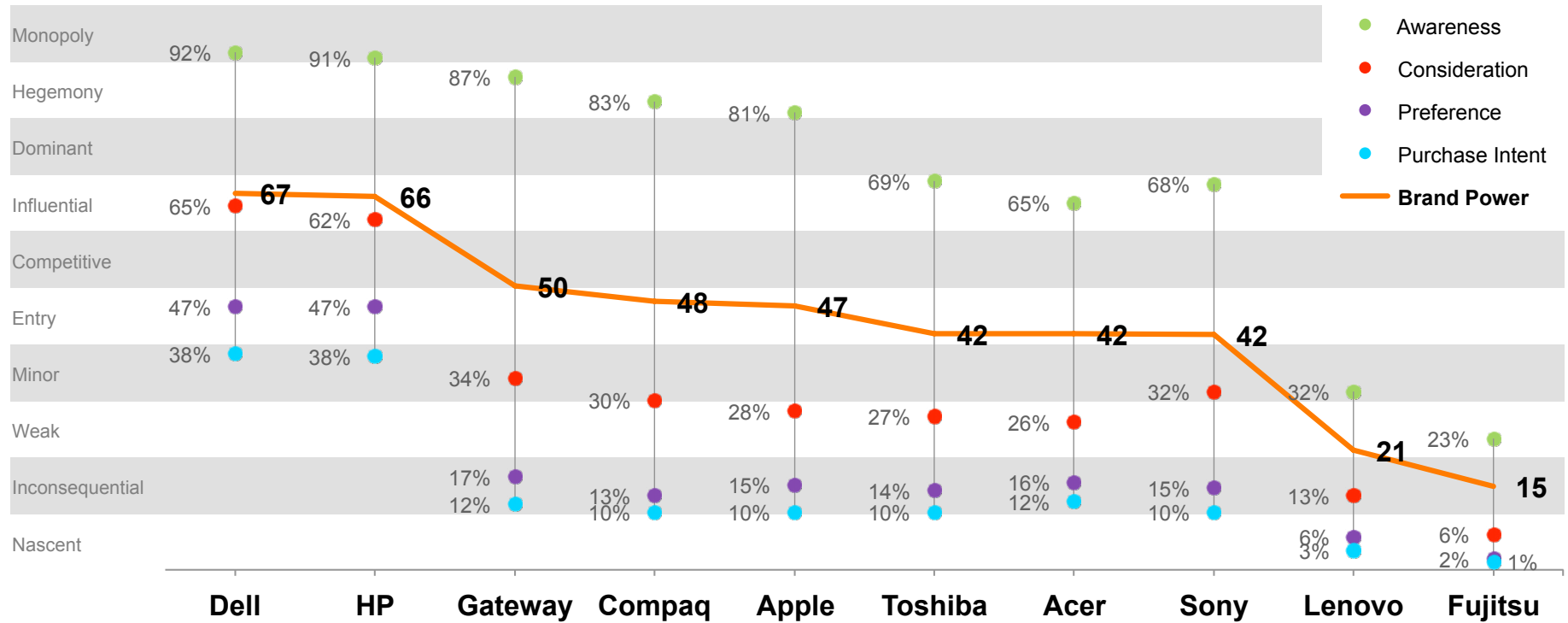
	Dell	HP	Gateway	Compaq	Apple	Toshiba	Acer	Sony	Lenovo	Fujitsu
Brand Power Trend										
2009-'10	-2.5	+0.0	-2.1	-5.7	-5.2	-3.7	+8.1	-4.5	-0.1	-1.9
2008-'09	+0.9	-2.6	-0.1	-	+2.6	+4.1	-	-3.0	+7.1	-0.5
Brand Reputation	75	74	51	47	72	58	48	63	49	38
Brand Impact	.68	.67	.50	.48	.51	.44	.43	.45	.25	.18

liquid

Category: Computer Peripherals

Winner: **Logitech**

● Awareness
● Consideration
● Preference
● Purchase Intent
━━ **Brand Power**
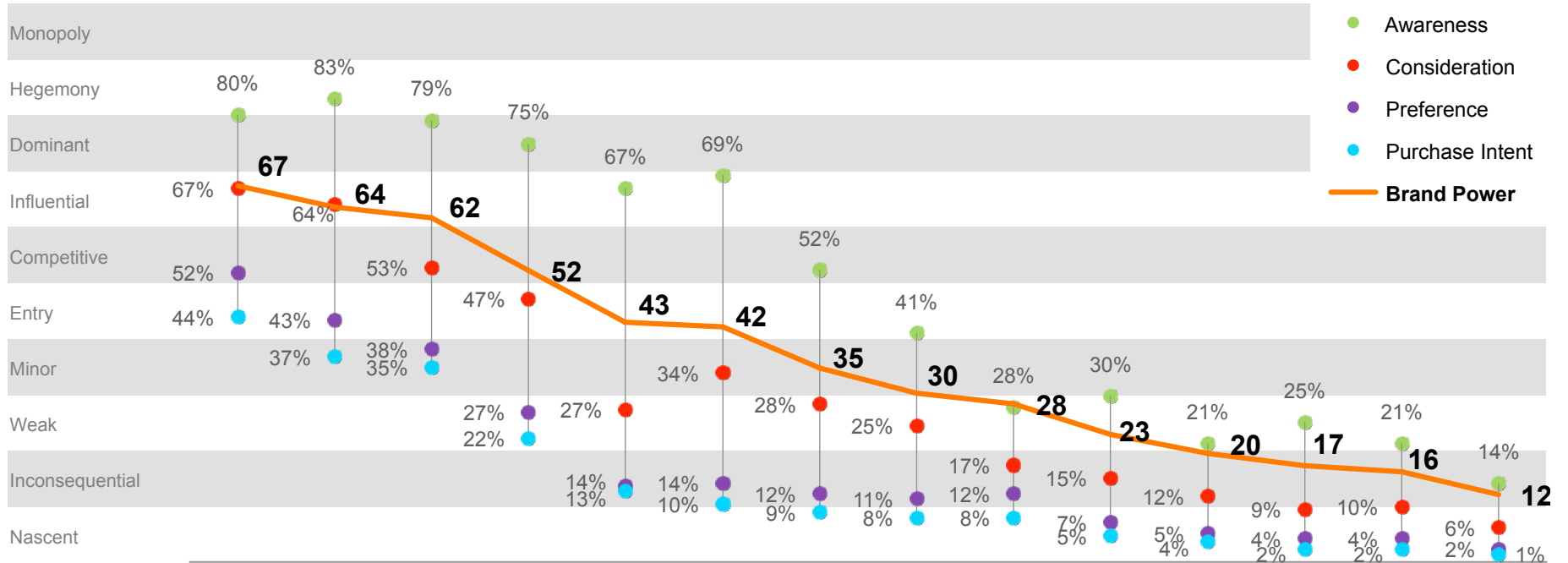
	Logitech	Microsoft	HP	Sony	Apple	IBM	Philips	Belkin	Altec Lansing	Creative	JBL	Mitsubishi	Kensington	Adaptec
Brand Power Trend														
2009-'10	-2.8	+1.6	+3.1	-4.0	-2.9	-6.1	-7.7	+1.2	-1.7	-8.5	-7.6	-5.3	-3.7	-4.5
2008-'09	+3.0	-4.0	-6.0	+0.2	-0.5	-5.1	+7.2	-1.8	-0.1	-2.2	+4.0	-5.6	-3.0	-11.4
Brand Reputation	87	84	78	84	78	71	59	74	76	67	80	68	64	43
Brand Impact	.70	.67	.64	.57	.48	.46	.38	.37	.36	.29	.29	.25	.23	.17

liquid

Category: Printers

Winner: **HP**

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- — **Brand Power**

75 **56** **54** **47** **47** **40** **22**

90% 82% 81% 77% 72% 65% 37%
78% 47% 50% 41% 32% 28% 12%
60% 28% 25% 20% 16% 12% 4%
55% 24% 22% 16% 13% 10% 3%
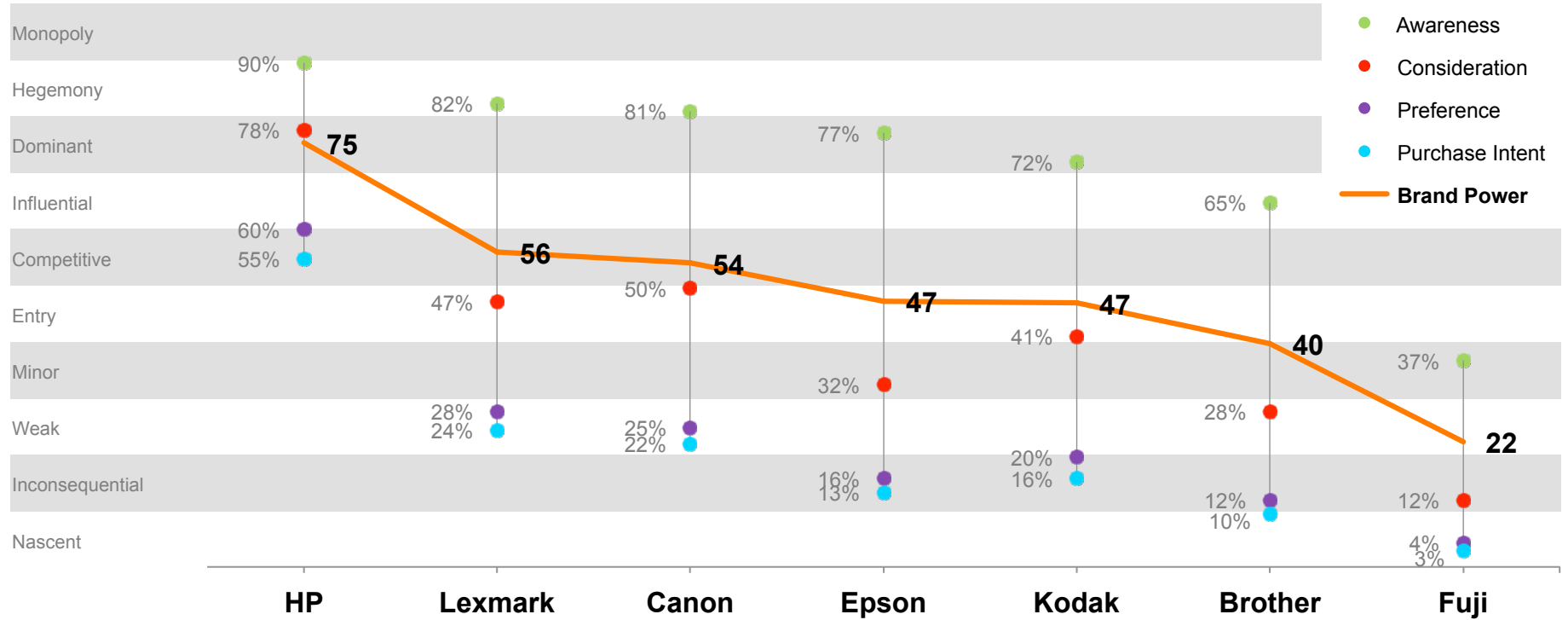
	HP	Lexmark	Canon	Epson	Kodak	Brother	Fuji
Brand Power Trend							
2009-'10	-1.1	-0.8	-4.4	-1.3	+0.8	+0.6	+0.0
2008-'09	-3.2	+1.6	+4.5	-3.4	+5.4	-6.0	-3.5
Brand Reputation	88	65	75	62	72	54	56
Brand Impact	.77	.57	.57	.49	.51	.42	.27

liquid

Category: Home Connectivity
....
Winner: **Linksys**

Legend:
- 🟢 Awareness
- 🔴 Consideration
- 🟣 Preference
- 🔵 Purchase Intent
- ━━ **Brand Power**

Y-axis categories (top to bottom):
Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent
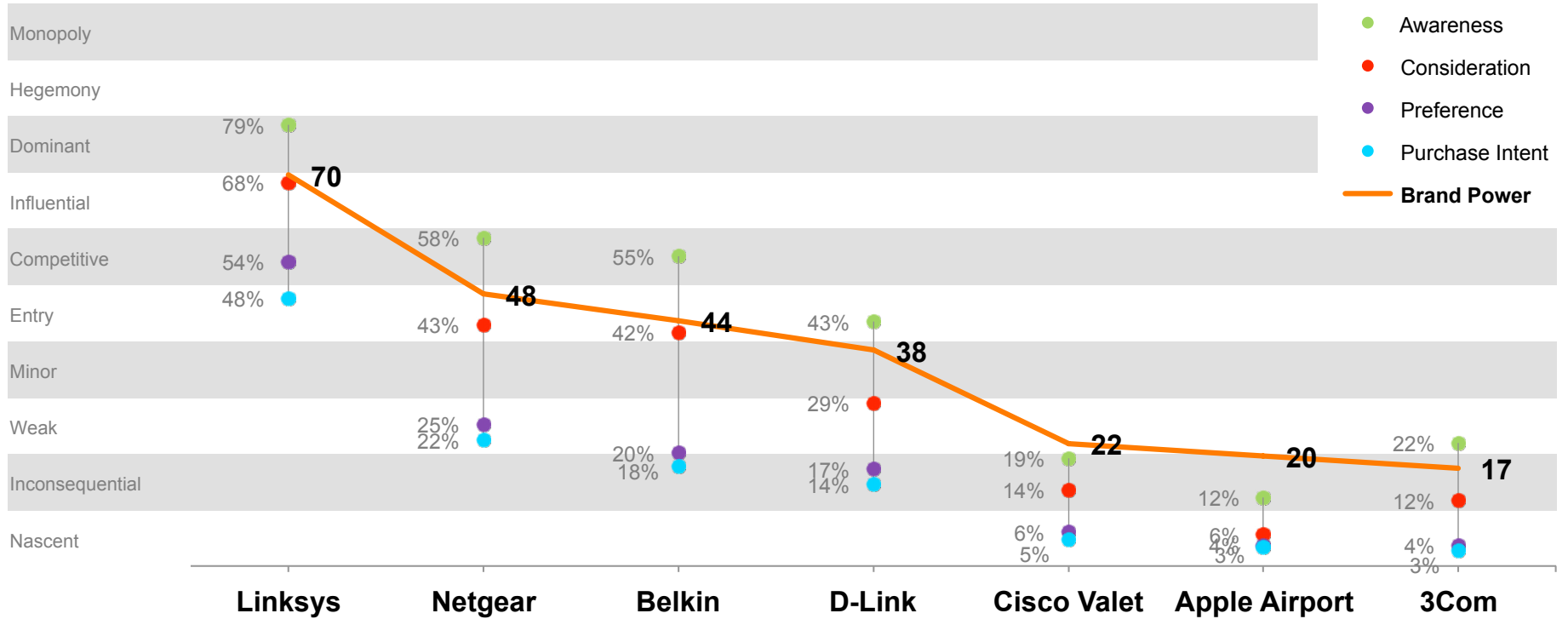
	Linksys	Netgear	Belkin	D-Link	Cisco Valet	Apple Airport	3Com
Brand Power Trend							
2009-'10	-1.0	+4.0	+2.8	+2.8	-	-0.7	+0.0
2008-'09	+0.3	-2.2	+1.3	-6.2	-	-5.6	-10.8
Brand Reputation	83	70	69	69	73	77	60
Brand Impact	.72	.52	.47	.43	.29	.28	.24

liquid

Category: Internet Search Engines

Winner: **Google**

			Legend
Monopoly	95%	92%	🟢 Awareness
Hegemony	85% **84**		🔴 Consideration
Dominant	79%	72%	🟣 Preference
Influential	71% / 70%	66% **65**	🔵 Purchase Intent
Competitive			── **Brand Power**
Entry			
Minor		35% / 35%	
Weak			
Inconsequential		16% / 16%	
Nascent			12% / 5% / 5%

50   **40**   41%
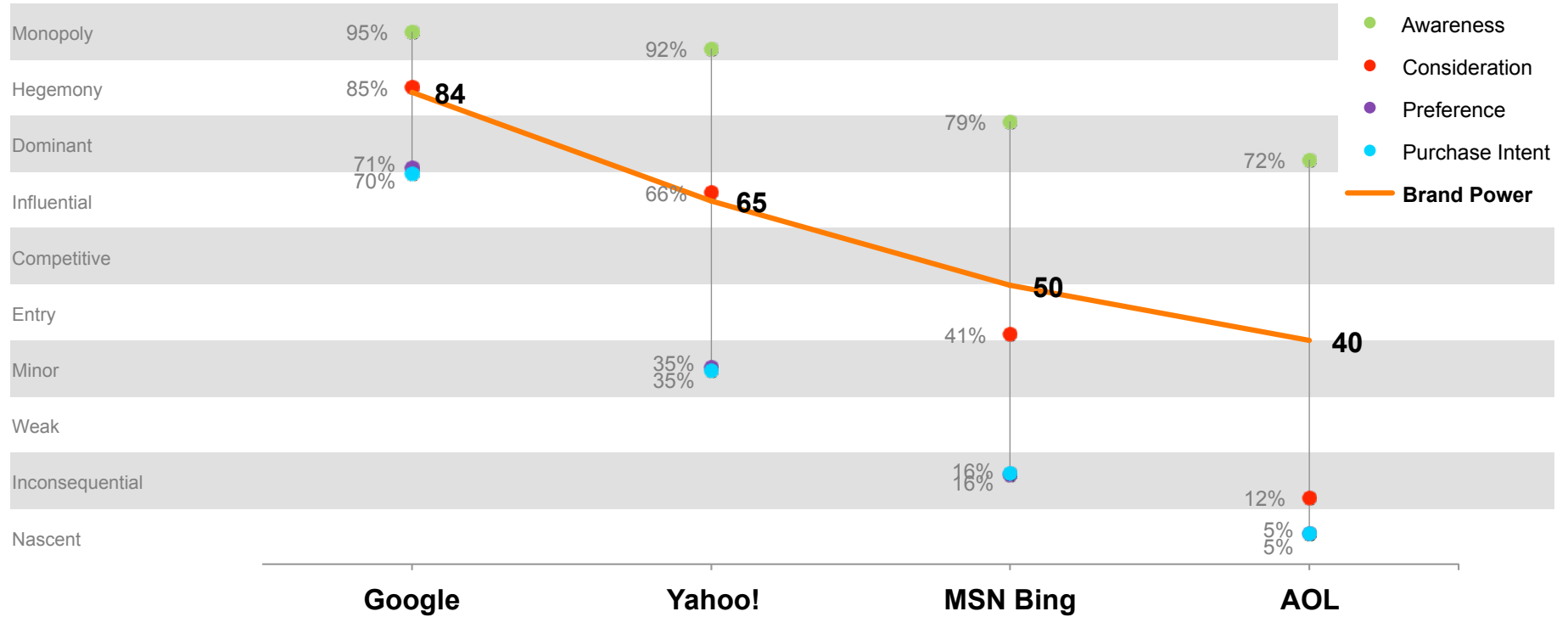
	Google	Yahoo!	MSN Bing	AOL
Brand Power Trend				
2009-'10	-3.7	+0.9	+0.02	-3.3
2008-'09	+0.9	+3.6	-3.18	+2.2
Brand Reputation	94	75	68	36
Brand Impact	.86	.66	.52	.39

Brand Impact Report 2011

liquid

Category: Internet Pure Play Shopping

Winner: **Amazon**

- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- ── **Brand Power**

Monopoly · Hegemony · Dominant · Influential · Competitive · Entry · Minor · Weak · Inconsequential · Nascent

Chart values:

Amazon: 99%, 92%, 82%, 82%, **91**
eBay: 91%, 58%, 34%, 33%, **64**
Craigslist: 88%, 37%, 16%, 15%, **52**
Overstock: 83%, 43%, 16%, 15%, **50**
Netflix: 82%, 27%, 10%, 9%, **47**
iTunes: 78%, 23%, 7%, 6%, **43**
Drugstore.com: 57%, 27%, 12%, 12%, **39**
1800 Flowers: 69%, 19%, 4%, 4%, **37**
Buy.com: 63%, 22%, 7%, 6%, **36**
Shutterfly: 49%, 13%, 2%, 2%, **27**
Newegg: 39%, 19%, 6%, 5%, **26**
StubHub: 27%, 5%, 1%, 1%, **15**

	Amazon	eBay	Craigslist	Overstock	Netflix	iTunes	Drugstore.com	1800 Flowers	Buy.com	Shutterfly	Newegg	StubHub
Brand Power Trend												
2009-'10	+4.6	-3.3	-1.1	-2.7	-0.5	-1.5	+3.2	+2.5	+1.6	-1.8	-2.2	+6.7
2008-'09	-4.7	-4.0	+6.6	-5.5	-2.5	-3.5	–	–	-14.4	–	+1.6	-6.0
Brand Reputation	92	64	38	52	55	49	52	41	39	33	53	27
Brand Impact	.91	.64	.50	.51	.48	.44	.41	.38	.37	.28	.30	.17

Category: TV and Video Streaming Services

Winner: **Netflix**
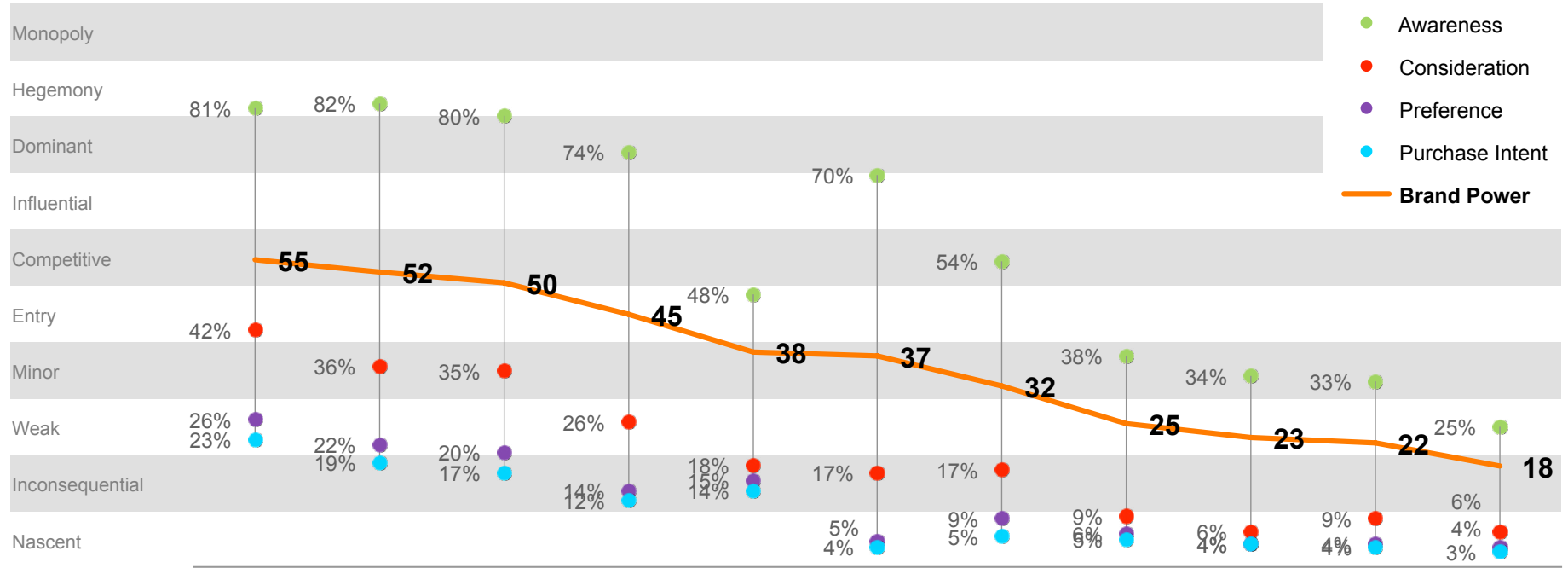
	Netflix	DirecTV	Comcast	Time Warner	EchoStar	Blockbuster	Hulu	Cox	Charter	Cablevision	AppleTV
Brand Power Trend											
2009-' 10	–	-5.2	1.1	-1.6	-1.5	–	–	-2.1	-1.1	-3.0	–
2008- '09	–	3.0	-7.9	-6.1	-3.7	–	–	-3.5	-3.1	-2.8	–
Brand Reputation	60	53	42	48	47	36	52	41	33	37	49
Brand Impact	.55	.52	.49	.45	.40	.37	.35	.28	.25	.24	.23

liquid

Category: Home Media Entertainment Devices

Winner: **Tivo**

Legend:
- Awareness (green)
- Consideration (red)
- Preference (purple)
- Purchase Intent (cyan)
- **Brand Power** (orange line)

Vertical axis (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Brand Power values: TIVO 68, Apple TV 51, Slingbox 41, Roku 40, WDTV 29, Netgear Digital Entertainer 27, Boxee Box 21, Sonos Digital Media 19

TIVO: 84%, 62%, 50%, 44%
Apple TV: 60%, 37%, 27%, 25%
Slingbox: 53%, 30%, 16%, 15%
Roku: 42%, 27%, 18%, 16%
WDTV: 15%, 10%, 6%, 6%
Netgear Digital Entertainer: 23%, 13%, 7%
Boxee Box: 14%, 8%, 4%
Sonos Digital Media: 10%, 6%, 3%

	TIVO	Apple TV	Slingbox	Roku	WDTV	Netgear Digital Entertainer	Boxee Box	Sonos Digital Media
Brand Power Trend								
2009-'10	-1.0	+7.6	-9.0	–	–	–	–	-8.1
2008-'09	–	–	–	–	–	–	–	–
Brand Reputation	84	83	77	74	84	87	72	76
Brand Impact	.71	.55	.46	.45	.37	.36	.29	.28

liquid

Category: Personal Internet Security

Winner: **Norton by Symantec**
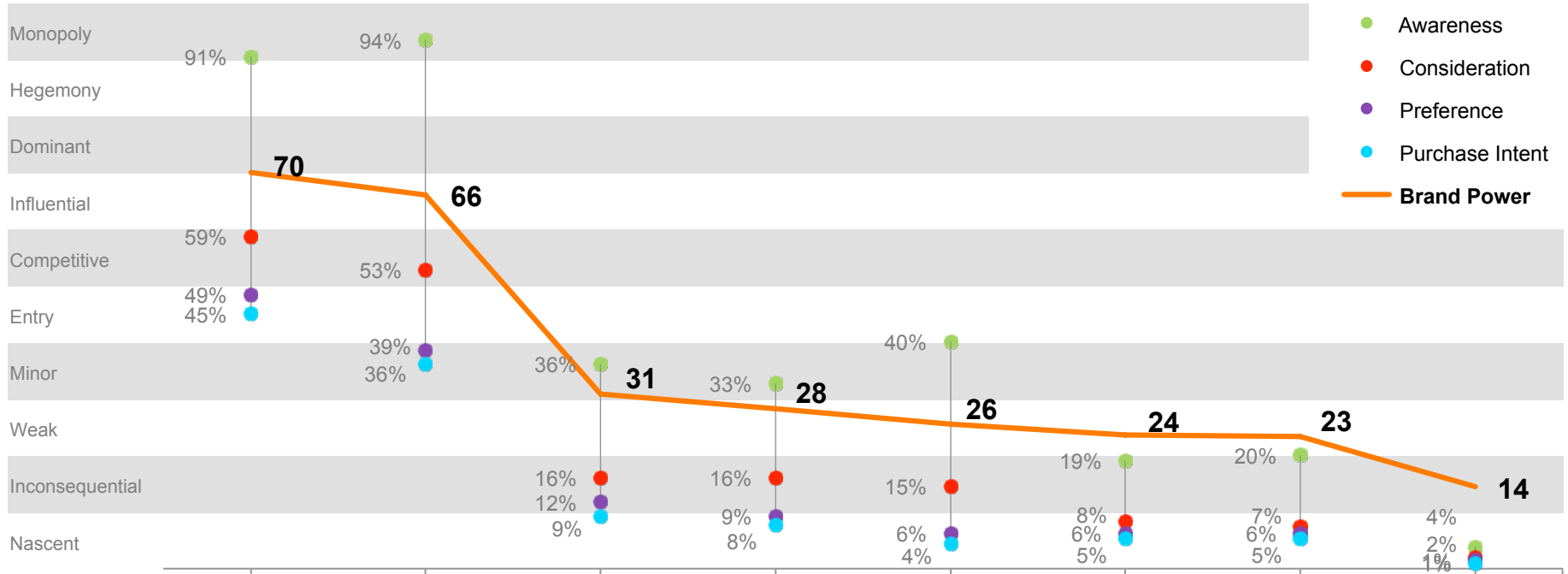
	Norton Symantec	McAfee	TrendMicro	Kaspersky	LifeLock	CheckPoint Zone Alarm	WebRoot	Lookout Mobile Security
Brand Power Trend								
2009-'10	+2.9	+1.1	+0.3	+7.3	+3.2	+4.8	+2.1	–
2008-'09	–	–	–	–	–	–	–	–
Brand Reputation	70	65	64	66	61	54	54	63
Brand Impact	.70	.66	.36	.34	.31	.28	.28	.22

liquid

Category: Internet Browser

Winner: **Microsoft Internet Explorer**

Legend:
- Awareness
- Consideration
- Preference
- Purchase Intent
- —— Brand Power

Y-axis (top to bottom): Monopoly, Hegemony, Dominant, Influential, Competitive, Entry, Minor, Weak, Inconsequential, Nascent

Microsoft IE — 94%, 78, 77%, 60%, 59%
Firefox — 91%, 69, 64%, 46%, 44%
Google Chrome — 69%, 43, 33%, 12%, 11%
Safari — 62%, 36, 20%, 8%, 7%
Opera — 39%, 21, 6%, 1%
Rockmelt — 10, 3%
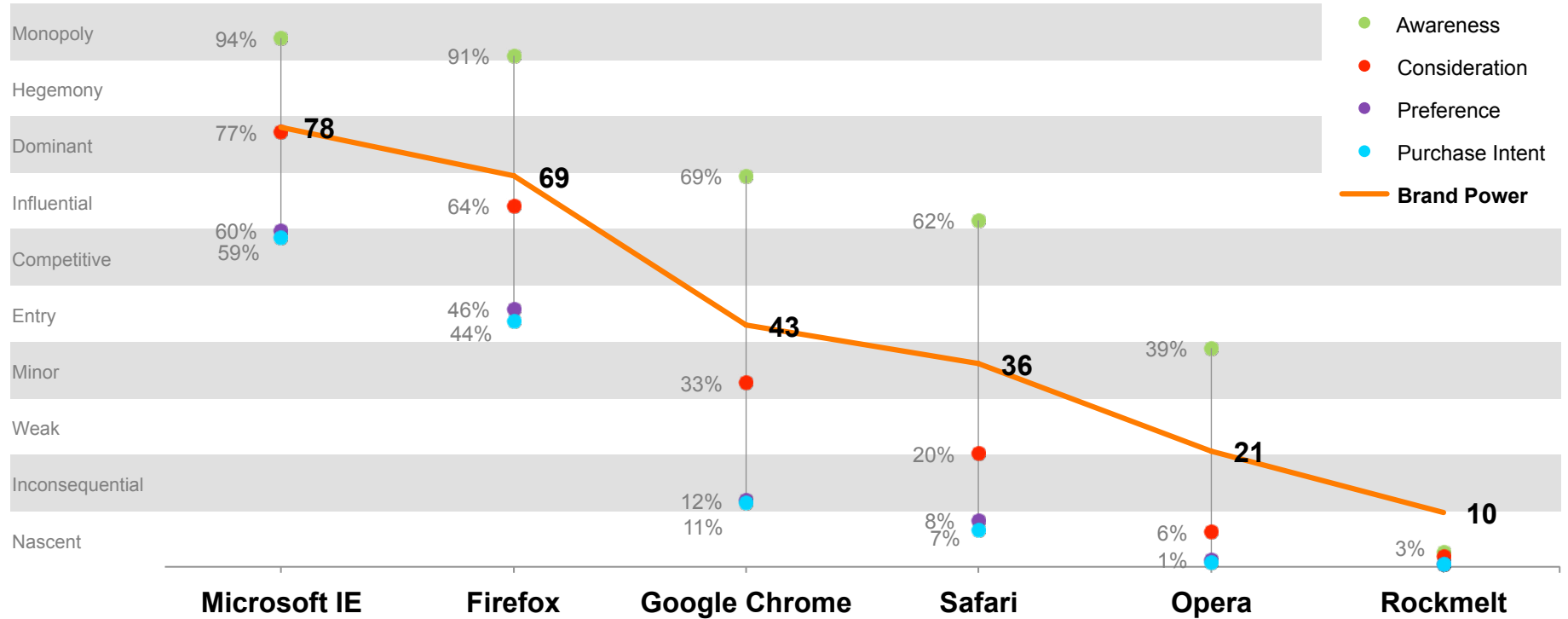
	Microsoft IE	Firefox	Google Chrome	Safari	Opera	Rockmelt
Brand Power Trend						
2009-'10	-2.1	+5.9	+18.1	+16.0	–	–
2008-'09	–	–	–	–	–	–
Brand Reputation	71	77	64	38	31	50
Brand Impact	.77	.71	.46	.36	.22	.16

liquid

Category: High Fidelity Headphones

Winner: **Bose**

- ● Awareness
- ● Consideration
- ● Preference
- ● Purchase Intent
- ─── **Brand Power**

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

Bose — 85% (Awareness), 74% / **73** (Consideration), 57% (Preference), 52% (Purchase Intent)

Sony — 87% (Awareness), 64% / **64**, 37%, 35%

Sennheiser — **41**, 32%, 25%, 16%, 16%

Skullcandy — 45%, **35**, 26%, 12%, 11%

Beats (Dr. Dre) — 25%, **22**, 15%, 6%, 5%

Grado — **15**, 9%, 8%, 2%, 2%
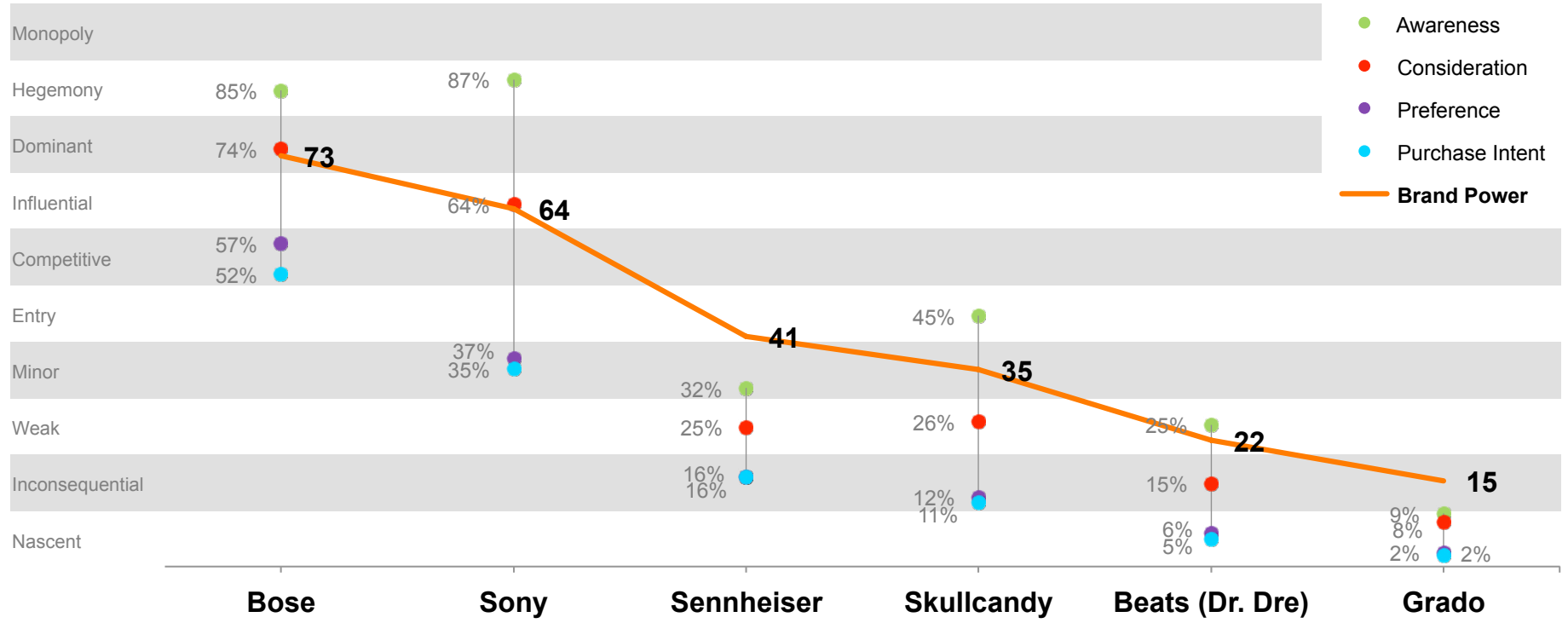
	Bose	Sony	Sennheiser	Skullcandy	Beats (Dr. Dre)	Grado
Brand Power Trend						
2009-'10	–	–	–	–	–	–
2008-'09	–	–	–	–	–	–
Brand Reputation	97	89	92	73	84	84
Brand Impact	.77	.67	.49	.41	.32	.26

liquid

Category: Tablets & Readers

Winner: **Kindle**

	Awareness
●	Consideration
●	Preference
●	Purchase Intent
—	**Brand Power**

Monopoly

Hegemony

Dominant

Influential

Competitive

Entry

Minor

Weak

Inconsequential

Nascent

89%   89%   79%   70%   **71**   **70**

71%   72%   42%   34%   **49**   **45**   **28**

49%   51%
46%   45%

30%
17%   15%   18%
15%   14%   9%
8%
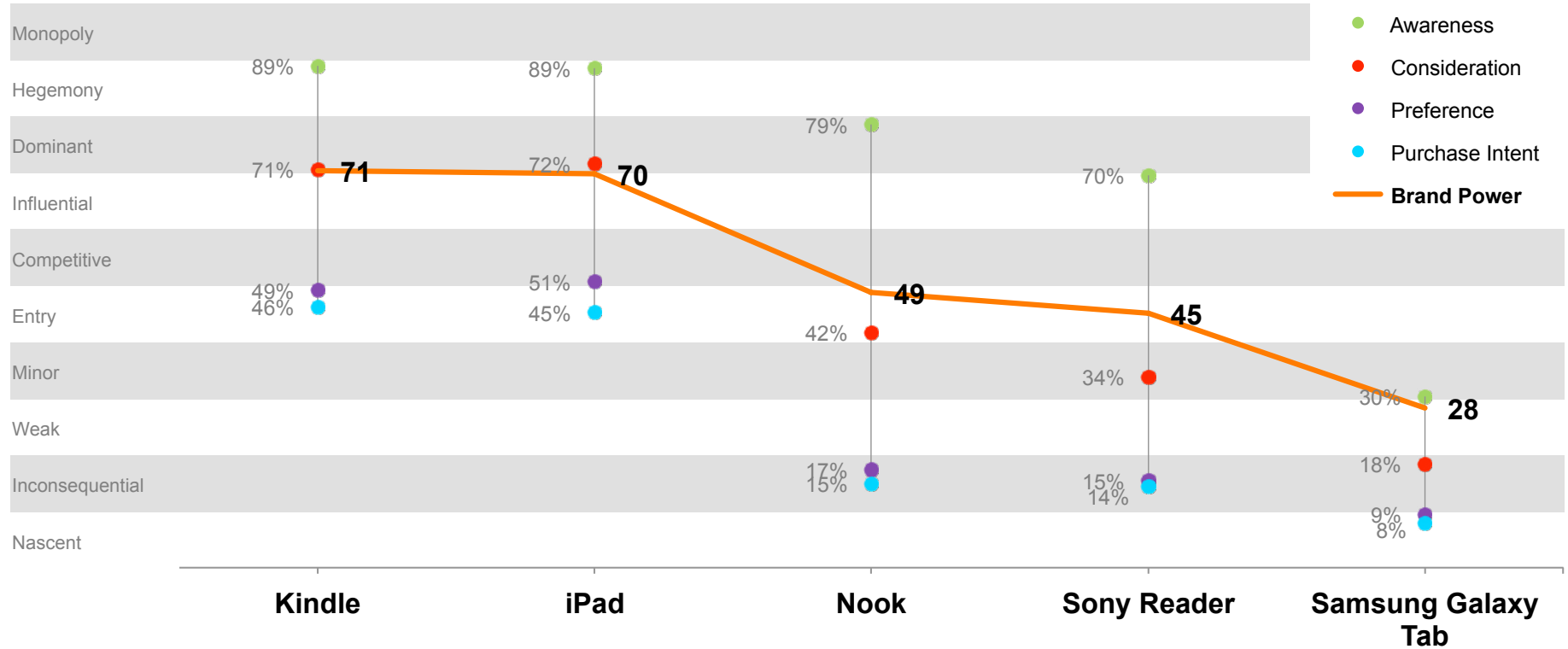
	Kindle	**iPad**	**Nook**	**Sony Reader**	**Samsung Galaxy Tab**
Brand Power Trend					
2009-' 10	–	–	–	–	–
2008- '09	–	–	–	–	–
Brand Reputation	95	93	72	69	82
Brand Impact	.74	.73	.52	.49	.36

liquid

Brand Impact Study:
Methodology

The Socratic Brand Power Rating™ System

Historical and Theoretical Background. The quest to deliver a stable model that links a firm's marketing actions to a measurable return on investment has been the goal of marketing departments for at least the past three decades. Many theorists have attempted to link advertising, promotion, communications, public relations, sales strategies and other direct market actions to replicable and predictable outcomes that have a direct correlation with financial performance.

Since the mid-1990s a model that has shown a great deal of promise is the "sales funnel" concept.

The sales funnel model utilizes the "Awareness-Interest-Desire-Action (AIDA) framework and other planning concepts…[and has been particularly well] adapted to fit high tech services." (Dunn & Probstein, 2003, p 7.) In essence, this framework measures

the power of a firm's brand—through its marketing activities—to directly influence the proportion of people who, once aware of the brand's presence in a market, are eventually converted to loyal, repeat customers. At each node of the sales funnel, brands tend to lose share. Precisely at what point the losses take place in the funnel are elements of the model that provide great diagnostic power for managerial action [See Figure 1].

Historically, the AIDA framework has been built on theories relating to the relationship between the customer and firm. The sales funnel model borrows from work that establishes that the stronger the relationship between the firm and the customer, the greater the loyalty due to higher barriers to switching brands.

An early theorist, Ford (1980) put forward a relationship development model that consists of five stages that directly relate to the AIDA framework:
• The pre-relationship stage - or the event that triggers a buyer/supplier to seek a new business partner.
• The early stage - where experience is accumulated between the two parties although
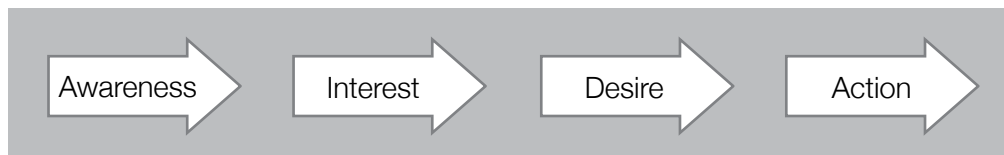
Figure 1: The Historical AIDA Framework

a great degree of uncertainty and distance exists.

•The development stage - where increased levels of transactions lead to a higher degree of commitment and the distance is reduced to a social exchange.

•The long-term stage - that is characterized by the companies' mutual importance to each other.

•The final stage - where the interaction between the companies becomes institutionalized. (quoted in Honeycutt, Ford & Simintiras, 2003, p. 256)

Another way of stating the "institutionalized relationship between companies," is loyalty, which in turn, has been shown to have a direct correlation with reduced costs and greater market share. As described by Frederick Reichheld (The Loyalty Effect, 1996), satisfied and loyal customers are less costly to serve, are less price sensitive, and tend to allocate more of their category dollars to the brand.

The Socratic Brand Power Rating™ (BPR) System
Since 1999, we have studied many versions of the sales funnel form of measurement

and have synthesized an improved version of brand power modeling with very strong correlations with current market share, but also has shown to track successfully against directional changes in future share.

The Socratic BPR system modifies the AIDA framework to measure four strong components common to most market conditions (Awareness-Consideration-Preference-Purchase Intent), and creates a single index number that indicates the overall efficacy of a brand to move customers down the sales funnel. A representation of the Socratic BPR is shown in Figure 2 (at right.

Similar to the AIDA framework, the BPR measures the drop-out of potential customers at each purchase decision node within the funnel. The degree of drop-out from start-to-finish indicates the efficiency with which the brand maintains control of the purchase process. The strongest brands are well known and convert the majority of the customers aware of the brand's presence into repeat buyers. Conceptually, the purchase decision conversion process can be described as follows:
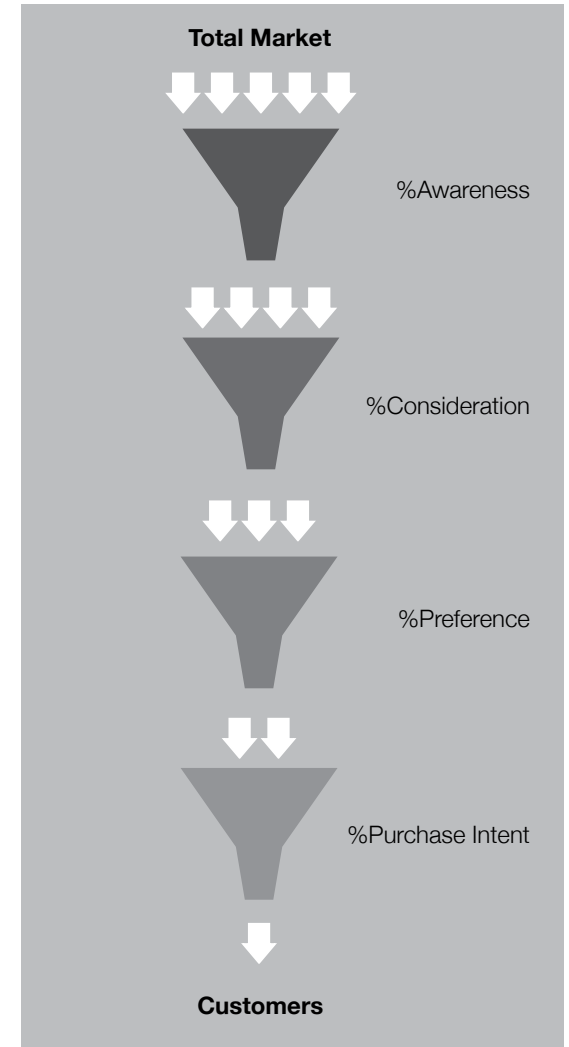
Figure 2: The Socratic Brand Power Rating™ System

•If a customer is not aware of a brand (in the relevant market segment), he or she cannot consider it for purchase

•If the brand is not considered, it cannot be preferred as one of the short-list of acceptable competitive substitutes

•If the brand is not one of the preferred brands, it is highly unlikely to be purchased on a loyal basis.

The BPR calculation itself is based on two market-proven realities:

1. The higher a brand's initial awareness, the stronger its general position vis-à-vis lesser known brands that must struggle (with both time and money) to make the market aware of their entry; and

2. The more people that are converted from simply "being aware of a brand" into being loyal customers, the stronger the brand's long term prospects for holding onto a share leadership position.

The BPR, therefore, is the average of the initial total % awareness and the conversion rate (% of those aware who are converted into customers).

Socratic Brand Power Rating Calculation

$$BPR = \left[\frac{(\%Awareness) + \left(\frac{\%Awareness}{\%PurchaseIntent} \right)}{2} \right] \otimes 100$$

The Brand Power Rating for any brand always falls on a 0 to 100 scale, where 100 means that 100% of the people in the market (based on a scientific sample) are aware of the brand's products and/or services and 100% of them have a strong purchase intent for those products and/or services. This would represent a virtual monopoly and rarely, if ever, exists in the real world; however, scores for some very strong brands frequently do reach the 85 to 90 mark.

A BPR of "0," on the other hand, represents a brand for which there is no awareness, nor is there any purchase intent. We frequently see weak brand BPRs in the 10 to 20 range, and only very rarely below 10.

In order to quickly communicate the meaning of a particular BPR score within a specific market, a qualitative scale has been created [See Table1] to describe the competitive power associated with various levels of BPR.

This process can also be depicted as a waterfall chart that shows the amount of "leakage" at each node [See Figure 3]. This brand is quite strong with a BPR of 78, indicating that it falls into the "Dominant" category of brand.

BPR Score	Description	BPR Score	Description
90 to 100	Monopoly	40 to 49	Entry
80 to 89	Hegemony	30 to 39	Minor
70 to 79	Dominant	20 to 29	Weak
60 to 69	Influential	10 to 19	Inconsequential
50 to 59	Competitive	0 to 9	Nescient

Table 1: BPR Point Interpretation

T | A | C | P | P

100%   90%   89%   71%   60%

10%   1%   18%   11%
Loss Loss Loss Loss

BPR:
((90% + [60%/90%]) / 2) x 100 = 78

Qualitative Interpretation:
This brand is "Dominant" in its market space.
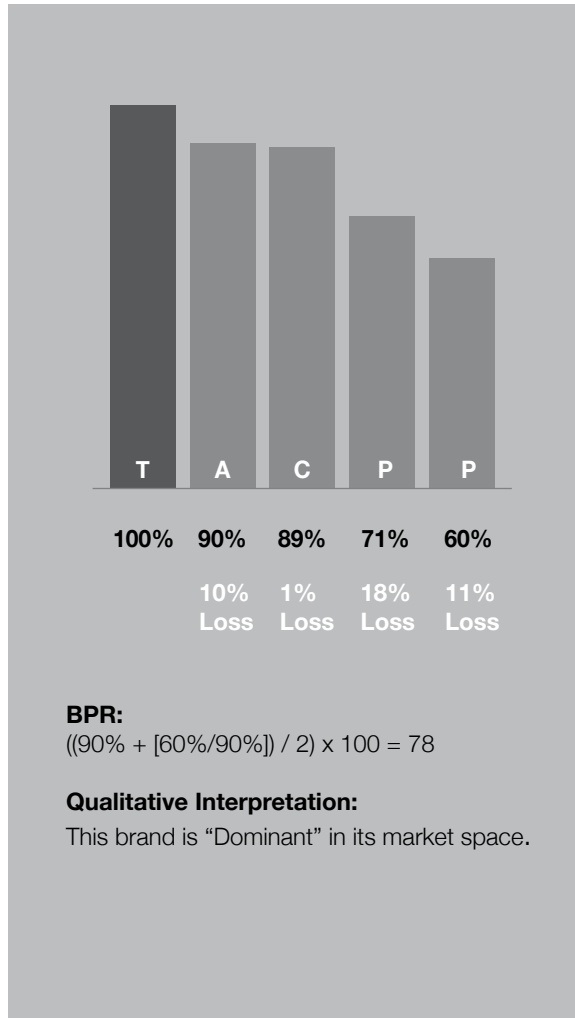
Figure 3: ACPP Component Trend Declination of the Socratic BPR

Analyzing the Trend Declination
Simply understanding the overall BPR is not enough for management to take appropriate action, because the cause of a lower-than-expected BPR can come from many sources. As customers pass through the sales funnel, "brand bottlenecks" may occur (Chatterjee, Jauchius, Kaas & Satpathy, 2002). These bottlenecks are represented by large jumps or gaps in our waterfall chart. At each node of the funnel, the actions needed to correct a large drop-off of customers on their way to becoming loyal purchasers differ.

As the ACPP funnel progresses from Awareness to Purchase, the level and types of actions change from more strategic to more tactical actions [See Figure 4]. Generally, the strategic actions tend to take longer and cost more to implement than the more tactical actions. For example, establishing Brand Awareness usually requires a large advertising investment and takes a long

A | C | P | P

90%   89%   71%   60%

Strategic   Tactical
Actions   Actions

Communications	EST Benefits
Advertising	Quality
PR	Performance
WOM	Value
Institutional	Induce Trail

Targeting	Tactical
Segment	Channel Program
Position	Promotion
Relationship	POS
Loyalty	Discounting
	Value
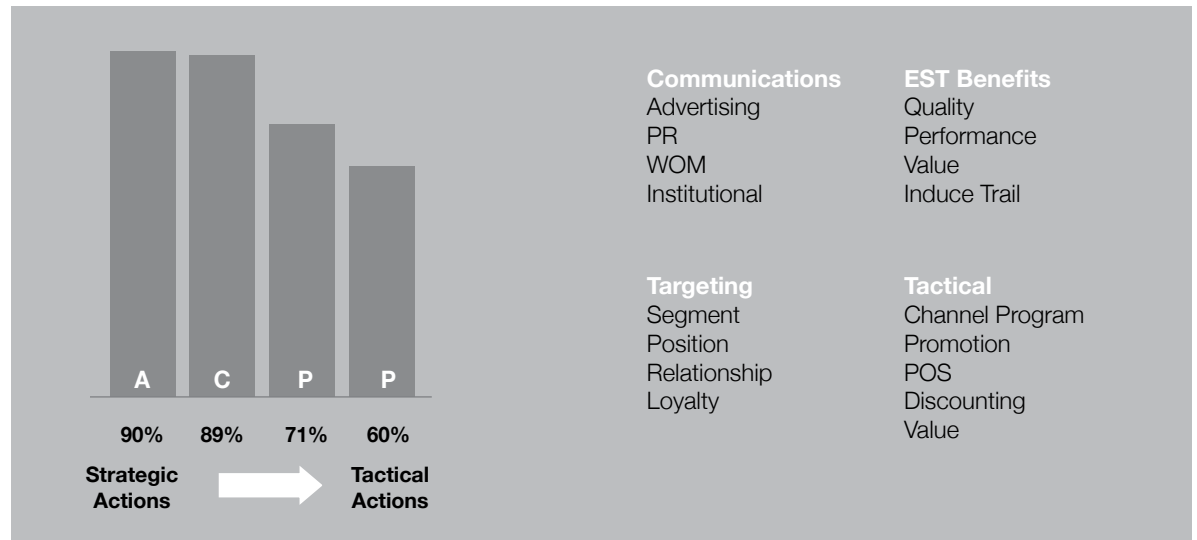
Figure 4: General Trend Declination of ACPP and Associated Brand Actions

time, particularly if there are other more well-established brands in the market.

This should not be interpreted as meaning that tactical programs are either cheap or fast to implement. If Purchase Intent is being hampered by pricing problems or distribution issues for example, the degree to which actions must be taken to influence the final purchase decision can, in fact, be very expensive.

Commonly Observed Problems

Over time, we have seen that brands operating within a niche technology market (either B2B or B2C), display any number of common issues within the ACPP sales funnel.

Low Initial Awareness

As mentioned previously, low Awareness is a major factor in depressed BPR scores. Unfortunately, it is also one of the more difficult, expensive and time-consuming problems to correct. The standard prescriptives include any number of communications programs, such as broadcast or direct advertising, public relations work, word-of-mouth campaigns and outreach through institutional channels in order to raise the general awareness and create positive associations with the brand.

Communications	EST Benefits
Advertising	Quality
PR	Performance
WOM	Value
Institutional	Induce Trail

Targeting	Tactical
Segment	Channel Program
Position	Promotion
Relationship	POS
Loyalty	Discounting
	Value
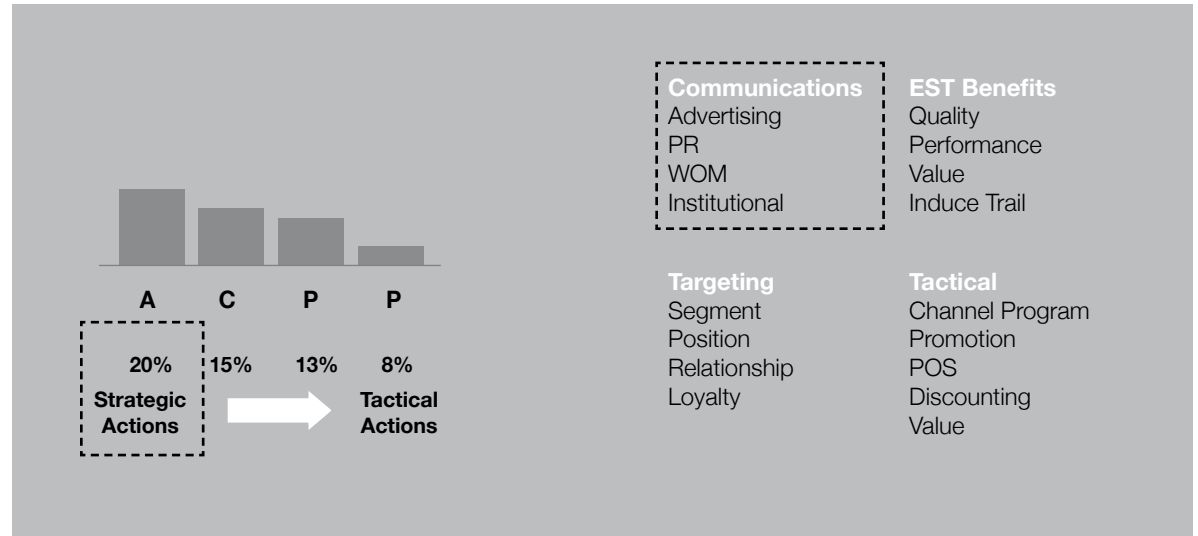
Figure 5: Trend Declination of ACPP: Low Awareness

Loss of Inclusion in the Consideration/Preference Set

Another commonly observed bottleneck is the drop-off between initial Awareness and Consideration. Consideration is defined as a brand cohort that would be generally acceptable as a substitute for other brands in the market. If people are aware of a brand, but still would not consider it, there is usually something wrong with the brand's reputation. Here, prescriptive activities include fixing quality, performance and/or value perceptions and communicating the "new and

improved" brand-promise to the market.

Consideration problems can also be linked to "Preference Inertia" (MacElroy & Wydra, 2004), in which the market is "frozen" in loyalty to an existing brand that is "good enough" so as to not induce shopping for new alternatives. In this case, programs to induce trial (or re-trial) designed to demonstrate the improved and/or unique benefits of the brand, can help move customers (usually those with low levels of involvement in the category) from simple Awareness of

the brand to its active Consideration.

In many cases Consideration and Prefer-ence are closely associated (if there aren't many brands in a niche market, the brands that would be "considered" are often the same ones as those "preferred.") If there is a bottleneck in Preference, however, corrective actions may often include activities that fur-ther segment and target specific needs and desires, so as to raise the brand's relevance with target groups and to increase those customers' bonding with the brand.

Major Bottleneck at Point of Purchase
In some instances, the bottleneck in the funnel occurs at the final steps of securing a purchase. There are myriad possible reasons for this fall-off, including channel partners being influenced to promote other brands, price shock, competitive promotional activity, difficulty in promoting the benefits through the packaging, and so on. Most of these problems are addressed with tactical pro-grams rather than strategic initiatives.

The types of programs that seem effective are as diverse as the problems they seek to correct. Examples include: Key city com-petitive funding of merchandising and local promotional advertising, channel promotions

Communications	EST Benefits
Advertising	Quality
PR	Performance
WOM	Value
Institutional	Induce Trail

Targeting	Tactical
Segment	Channel Program
Position	Promotion
Relationship	POS
Loyalty	Discounting
	Value

A   C   P   P

90%   80%   50%   40%

Strategic Actions → Tactical Actions
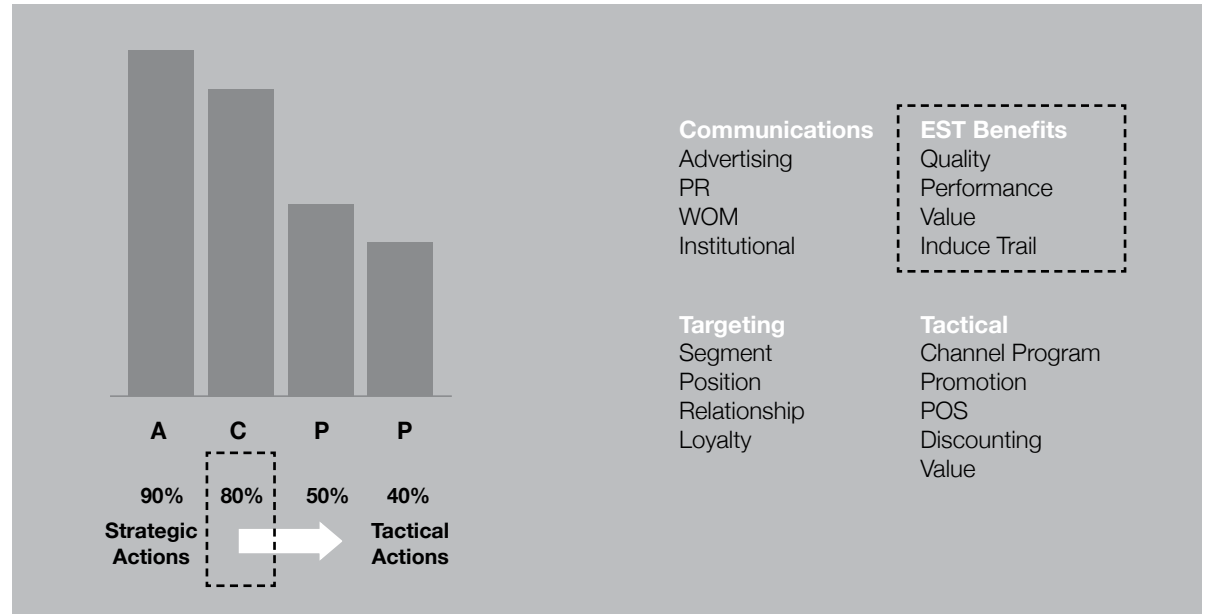
Figure 6: Trend Declination of ACPP: Low Consideration or Preference

(spiffs), enhanced merchandising and point-of-sale collateral, improved packaging for increased shelf impact and findability, and the use of periodic promotional or discount configurations to drive short-term sales.

Calibrating the Model's Predictive Capacity
The Socratic BPR index has been calibrated using more than 150 brand ratings collected through interviews with more than 25,000

individual ratings. The results have shown that a strong positive correlation exists between the BPR and the current market share for brands in their respective market categories.

The general model includes thousands of brand ratings from niche technology mar-kets within both B2B and B2C applications, including office equipment, computer pe-ripherals, consumer packaged goods, food

and liquor producers, retailers, airlines, quick service restaurants, mobile technology, personal computing devices, software and e-commerce sites.

The mathematical model providing best fit to the data is not linear, but rather curvilinear, showing that the greater the starting levels of BPR, the faster the gain in market share for further increasing BPR ratings [See Figure 8].

This also indicates the converse, that powerful brands have far more to lose if they do not defend their strong positions.

• In the Weak Range (BPR < 40, Nescient through Weak) the curve is inelastic; with each 5-point increase in BPR yielding a predicted average market share gain of only 1%.

• In the Mid-Range (BPR = 40 to 69, Entry through Influential), the curve is unitary elastic; with each 5-point change in BPR yielding a corresponding 5% average change in market share.

• And at the Strong Range of the scale (BPR ≥ 70, Dominant through Monopoly), the curve becomes highly elastic; with every 5-point change in BPR yielding a corresponding average change in market share of more than 12%.
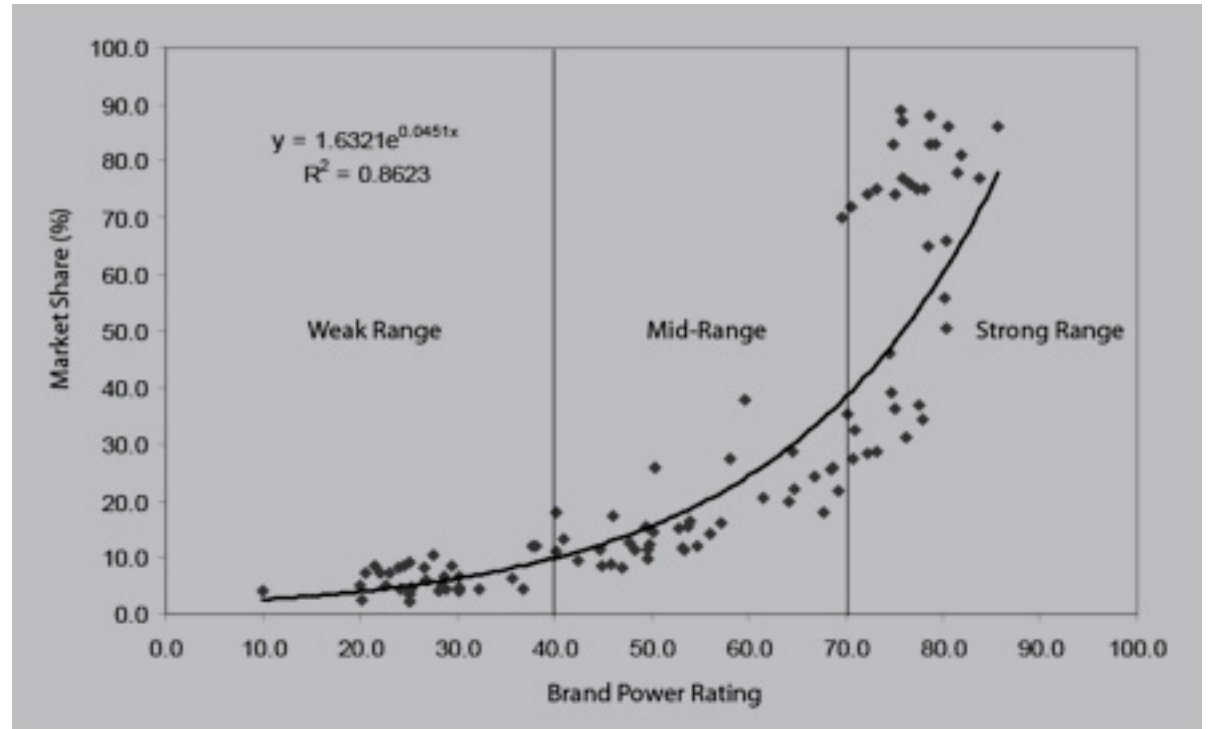
Figure 8: Relationship between Brand Power and Market Share

While the general model has a normatively high correlation coefficient ($R2 = 0.8623$); the individual niche markets tested have shown an average correlation of more than 0.900. This means that while BRP is generally applicable to the strength of brands across categories, it is even more helpful for

understanding the competitive value of the sales funnel conversion rates within specific competitive environments.

Limits of the BPR Model Applicability
Although this model has shown to be remarkably robust—applying equally well

in both U.S. and European consumer and business technology markets—there have been several instances where problems have been associated with being able to accurately link the BPR to share estimates. These instances have been most profound in emerging markets (particularly in Asia) where several local issues appear to be at play.

First, the income gap between economic classes in many emerging regions appears to create a disconnect between the BPR and the actual share figures. This appears to be largely a function of the social desirability of owning relatively expensive Western brands, but without the wherewithal to fulfill those desires. In this case, people in some cultures will express positive attitudes towards a brand, leading to a very high calculated BPR, but much lower real market share than the model would predict.

Second, distribution problems for a brand's products outside of the regions where they are traditionally the strongest, can lead to lower-than-predicted share data due to the fact that in some areas people simply can't find the products of a brand that they would otherwise purchase. There are several instances where the brand activities to stimu-

late the sales funnel have worked extremely well, creating high levels of ACPP ratings, only to wind up losing share to other, less desirable, brands only because alternative brands are immediately available.

A final delimitation of the use of this model has to do with the concentration of competitors within a niche market. The model has an extremely high predictive capacity in markets where there are a few, very well-known competitors (oligopolistic markets) with a few lesser-known brands. However, when the markets are chaotic, with numerous lesser known brands in low-involvement categories (usually regional in nature), the BPR for the best known brands of the cohort tends to overstate the degree of share they actually possess. We attribute at least some of this phenomenon to brand confusion and poor memory regarding actual brands purchased.

Other Corroborating Sources

Other relevant work, from which the Socratic BPR has evolved, includes a number of studies and published works that have helped establish the basic underpinnings for our model and provide validation for the various applications of analysis. A few of these sources, which we would like to acknowledge, include the following references.

Scaling for the Sales Funnel Questions

A benchmark study of customer attitudes toward steel and branded steel products was conducted in 1996 by Wirthlin Worldwide. Four main goals and accompanying performance measures were defined and provided early scale validation on key components of a "sales funnel" measurement system:

1. Awareness:
Increase consumers' general awareness of steel, its uses, and advantages.
2. Favorability:
Increase overall positive perceptions of steel and steel products.
3. Attitude:
Increase positive perceptions of steel in comparison to the competition.
4. Behavior:
Translate changes in attitude to increased purchase of steel products, tracking key markets (automotive/housing).
(Cook, 1999, p. 59)

Interpreting the Impact of Trend Declination for the ACPP Component

Work on interpreting the relationship between consumer psychology during the purchase process and the role of the ACPP cycle, was explored by Chatterjee, Jauchius,

Kaas & Satpathy (2002). The focus on "how people buy" illuminates a common thought process that applies to many product and service categories.

Studies have shown that consumers move through the purchase process predictably. In choosing a car, for instance, they typically start by considering five or six models, adding some and dropping others as they proceed. The number of vehicles narrows as consumers move from awareness to familiarity to consideration to the test drive and, finally, to purchase. Brands pass through a "purchasing funnel" in which products are subjected to new requirements at every stage of the selection process. By crafting the brand-management effort to deal with these requirements as they unfold within each market segment, companies can overcome obstacles to purchase (p. 136).

In addition to establishing the brand bottlenecks (or areas of steep trend declination in our model) they also linked the diagnostics to elements of market action, which they refer to as "active brand management" exercises.

Consumer behavior may be strongly emotional, but influencing it takes data and

discipline. The purchasing funnel is a source of information about consumers and a device for interpreting it. Four phases of active brand management--the targeting of high-potential consumer segments, the isolation of purchase bottlenecks, the expansion of the range of consumer benefits, and a concentration on consumer touch points--rely on this data. (Chatterjee, Jauchius, Kaas & Satpathy, 2002, p 136)

Calibrating the Link between Sales Funnel Efficiency and Market Share
Working with another similar model (Millward Brown's BrandDynamics™ Pyramid), Hollis (2005) found that results from measuring the efficiency of this version of a "sales funnel" model have demonstrable return-on-investment implications:

Importantly, other research has demonstrated that the attitudinal equity measures reviewed here do relate to both behavioral and financial outcomes. Farr provides evidence that how well a brand converts consumers up the five levels [Awareness to Loyal Purchase] compared to other brands in the category has a relationship with market share change in the year following the survey (Farr, 1999). Muir builds on this analysis to show how this measure of brand momentum also

relates to revenue growth, profit growth, and shareholder value (Muir, 2005). That the framework does relate to behavioral and financial outcomes implies that the ability of online advertising to change the attitudinal relationship with a brand is not just nice to know, it has real implications for the bottom line.

Tying the results from sales funnel data to even broader measurements, like market capitalization of the brand's parent company has also been helpful in determining the overall applicability of this approach. Many studies and superb documentation have been offered by authors such as Gregory & Mcnaughton, (2004), discussing the models developed by the CoreBrand group.

Knowing the values of familiarity and favorability in the absence of corporate brand equity, we can determine minimum expected market capitalization at these base levels. To do this, we use our cash flow multiple model to determine how changes in familiarity and favorability affect the multiple. We again do multivariate analysis and include the remaining factors influencing stock price--cash flow growth, financial strength, price stability, earnings predictability, etc. This equation determines the cash flow multiple, the stock

price, and the subsequent market capitalization in the absence of corporate brand equity. Corporate brand equity is the difference between the current market capitalization and market capitalization at this base level.

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Scott Gardner
President and CEO
T 408.781.2729
E scott@liquidagency.com

Socratic Technologies

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For more information, please visit: www.sotech.com

William H. MacElroy
Chairman, Socratic Technologies, Inc.
T 415.430.2200
E bill.macelroy@sotech.com

liquid

Ben Bajarin / Creative Strategies

Ben is the director of the Consumer Technology Practice at Creative Strategies, a firm whose work resides at the intersection of analysis and strategy, providing the technology industry with thought-leading industry analysis and visionary strategic planning.

Ben has provided custom industry analysis and developed strategic plans for clients in the markets of the digital home, mobile computing, personal electronics, personal computing, the digital lifestyle and interactive entertainment media. His overarching goal with his analysis is to understand how and why consumers will use new digital technologies in their everyday lives both the present and in the future.

Ben is a contributing editor at SlashGear where he provides real time analysis of the technology industries latest news, trends and events. He speaks regularly at industry events and trade shows, appears frequently on technology radio shows, is quoted frequently by the press and has regular local and national TV appearances commenting on the latest technology news.

For more information, please visit:
www.creativestrategies.com

or contact:

Ben Bajarin
Director, Consumer Technology Practice
T 408.371.3333
E ben@creativestrategies.com

liquid

Contact

For more information please contact:

Martha Bowman
Director of Brand Strategy
T   408.850.8861
E   martha@liquidagency.com
W   www.liquidagency.com