Marketing Tools to Reach Consumers

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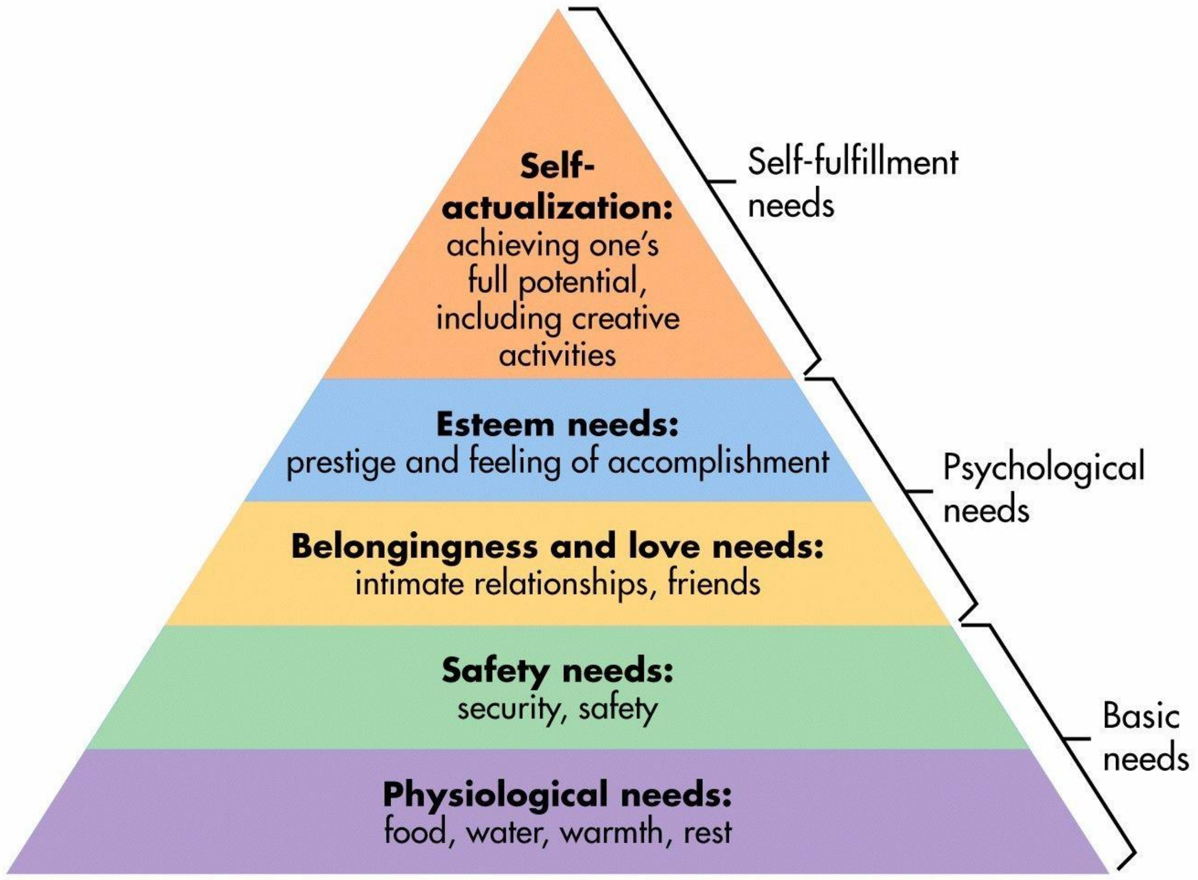
What is Marketing?

- Marketing is about identifying and **meeting human and social needs** in a way that harmonizes with the goals of the organization.
- When Google recognized that people needed to more effectively and efficiently access information on the internet, it created a powerful search engine that organized and prioritized queries.
- When IKEA noticed that people wanted good furnishings at substantially lower process, it created knockdown furniture.
- These two firms demonstrated marketing savvy and turned a ‘need’ into a profitable business opportunity.
- All the companies are basically helping consumers in addressing their needs by offering various products, services, events, experiences etc.

Maslow’s Hierarchy of Needs



- The American Marketing Association offers the following formal definition: *Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large.*
- Coping with these exchange processes calls for a considerable amount of work and skill.

Psychological Drivers

- The Avoidance of Pain
- The Pursuit of Pleasure

What is Marketed?

- Marketing is ubiquitous – it permeates all aspects of the society. Specifically, marketing typically involves 10 different domains: goods, services, events, experiences, persons, places, properties, organizations, information and ideas.

The Marketing Exchange

- A marketer is someone who seeks a response – attention, a purchase, a vote, a donation – from another party.
- Marketers are skilled at stimulating demand for their products; however, that’s a limited view of what they do.
- They also seek to influence the level, timing, and composition of demand to meet the organization’s objectives.
- Traditionally, a ‘market’ was a physical place where buyers and sellers gathered to buy and sell goods.
- Economists describe a market as a collection of buyers and sellers who negotiate transactions that involve a particular product or product class (such as the housing market or the grain market).

- There are five basic markets: resource markets, manufacturer markets, consumer markets, intermediary markets and government markets.

Understanding Market Segmentation

- Market segments and market segmentation are fundamental marketing concepts.
- Customers in a market either have a variety of different needs or have similar needs with different priorities.
- A **market segment** is a subset of the total market that comprises a group of actual and potential customers with similar (homogeneous) need profiles, seeking similar set of benefits and values, with similar levels of priority.
- **Market segmentation** is the process of grouping together actual and potential customers in a market for the purpose of forming market segments.

- A specifically designed market offer satisfies one market segment; a different market segment requires a different market offer.
- To design and produce effective market offers, the firm must understand each segment’s need profile.
- A firm intent on serving a large market like snack foods must make several market offers, at least one per market segment, to meet varying customer preferences.
- Typically, a single offer, like potato chips, fails to satisfy the many diverse customers who purchase *snack foods.*

- Because customers have different need profiles, marketers must complete three separate, but related, strategic marketing tasks:

1 **Identify Market Segments –** Figure out the best way to group customers based on market, customer, competitor and complementer insight.

2 **Target Market Segments –** Resources are always scarce. The firm must decide which segments to target for effort; rarely can a firm address all market segments.

- Note an important distinction between these tasks. *Identifying* market segments is creative and analytic. *Targeting* market segments requires a strategic decision – the firm applies resources to some market segments and ignores others.
- Identifying and targeting the right market segments is a critical strategic marketing task.

3. **Develop Market Segment Strategy:** The firm develops a market segment strategy, including a positioning statement, for each target segment.

Typically, the firm’s *market strategy* combines several market segment strategies.

The Market Segmentation Process

- Market segmentation is a conceptual and analytic process critical for developing and implementing effective market strategies.
- In the market-segmentation process, the firm groups actual and potential customers in a market into various **market segments.**
- The firm then chooses which segments to target for effort.
- The firm must *position* itself in each target segment (segmentation, targeting and positioning) and develop a market segment strategy.
- When the segment strategy is set, the firm designs a suitable market offer.

Segmentation, Targeting and Positioning

Market, Customer, Competitor, Company and Complementer Insight → Planning Assumptions → Identify Market Segments → Target Market Segments → Market Segment Strategy and Positioning → Implement Market Strategy, and Market Segment Strategies

- Segmentation forms smaller, more discrete groups out of a whole.
- The firm chooses a broad market to address – Marketing Imperative 1 – the identifies several market segments.
- Within any single market segment, the firm may segment further, forming **customer segments.**
- Some practitioners define the first-level grouping as market segmentation, and the finer-grained, second-level segmentation as customer segmentation.

Developing Market Segments

- The firm can approach the market segmentation process from two directions: **customer needs** first or **candidate descriptor (segmentation) variables** first.

Customer Needs First

- The firm identifies differing customer need profiles, then uses these profiles to form groups.
- Customers within each group have relatively homogeneous (similar) need profiles, but the various groups have heterogeneous (different) profiles.
- The firm’s second task is to select descriptor (segmentation) variables that identify these groups.
- The best approach for forming market segments is to group customers based on need profiles.
- The firm should then use descriptor (segmentation) variables to identify different segments.

- Customer needs vary across segments.
- The firm’s challenge is to identify distinguishing customer characteristics in each segment.
- As an example, Fastrack wants to identify what characteristics define customers that may purchase its products?
- Are they well-off or from lower-income groups?
- Are they primarily males or females?
- Where do they secure their information?
- What TV channels do they watch?
- What websites they frequent?
- Are they located in specific geographic areas?

Consumers’ Needs

- Consumers’ needs are called:

Existing needs – if consumers are aware of the problem and wish to share it with the firm.

Latent needs – if consumers are unwilling or unable to share the problem with the firm.

To satisfy consumers’ needs and solve their problems, firms must understand their consumers’ behavior.

Market Segments in the Female Skin-Care Market: Ranking in the Order of Importance of Customer Needs/Required Benefit and Values by Market Segment

Customer Needs/Required Benefits and Values	14-18	19-29	30-39	40-49	50-64	65 and above
Beauty	5	4	1	2	2	3
Confidence	2	2	3	3	3	4
Economy	4	5	7	7	6	5
Health	6	6	4	4	4	2
Allure	3	1	2	5	5	6
Status	1	3	6	6	7	7
Youthfulness	7	7	5	1	1	1

Candidate Descriptor (Segmentation) Variables First:

- The firm uses candidate descriptor variables to construct customer groups.
- Then it searches for homogeneous (similar) need profiles within each group and heterogeneous (different) need profiles across groups.
- If the firm cannot find *good* need profiles – similarity within groups and differences across groups – it tries again with different descriptors.

Examples of Candidate Descriptor (Segmentation) Variables

Variable Type	Examples of Descriptor Variables
Geography	Country, region, county size, city size, population density, climate
Demography	Consumers – age, education, family life-cycle stage, family size, gender, income, language, national origin, occupation, race, religion, social class, wealth Organizations – balance sheet items, firm size, growth, industry profitability, legal entity, length of time at location, number of years in business.
Behavioral	Composition/type of purchase decision, decision-making practice, decision-making unit, new or existing user, use occasion, user situation. Specific organizational variables: procurement organization – centralized/decentralized, and power structure – like engineering dominated, financially dominated.
Socio-psychological	Consumers-attitudes; life stage; lifestyle characteristics like activities, interests and opinions (AIO); personality (ambitiousness, authoritarianism, autonomy, compulsiveness, conservatism, gregariousness, leadership); sexual orientation. Organizations – inward/outward orientation and organizational climate and culture.

Market Segments

- **Good segments** are those the firm could target for marketing effort with a reasonable chance of success.
- So far, we focused on two important segmentation criteria:

1 **Differentiated:** Customers in different segments have different need profiles. Accordingly, they should respond differently to market offers.

2 **Identifiable:** The firm can identify customers by using descriptor (segmentation) variables and hence reach them with market offers.

Good market segments satisfy four additional criteria:

- **Accessible:** The firm can reach the segment via communications and distribution channels using appropriate and cost-effective approaches.
- **Appropriate Size:** Different firms like different size segments. Generally, large firms want large segments to justify their efforts and costs. By contrast, small firms like small segments so they can avoid large and powerful competitors.
- **Measurable:** The firm can measure important characteristics like size and growth.
- **Stable:** Customers stay in the segment for a reasonable period of time.

- Marketers must remember that market segments are not real,, correct, incorrect or unchanging.
- Customers do not have market segment membership stamped on their foreheads!
- Market segments derive from appropriate data collection and analysis and creative insight.
- They help firms direct resources to those parts of the market where success is likely.

How many market segments are enough?

- Managers often raise questions regarding their own approaches to market segments and the market segmentation process.
- How should the firm trade-off enhancing customer satisfaction by defining large number of market segments, and seeking cost efficiency via few segments?
- Walmart faces this problem: Walmart’s low-cost, low-price-business model has brought great success; its current challenge is addressing segments defined by local needs without incurring significant cost penalties.

The Core Options Are..

- **Large number of segments.** As the firm identifies increased number of segments, the similarity of customer need profiles within each segment increases.
- Hence the firm can earn high customer satisfaction by targeting specialized groups.
- But product development, marketing costs and other resource requirements are high and economies of scale are few.
- Also, managing many segments is a complex challenge.

- **Small Number of Segments:** When the firm develops fewer segments, customer needs are less granular and more diffuse.
- Customer satisfaction from addressing individual segments is necessarily lower, but costs are also lower and segment management is less difficult.

- Firms experienced in market segmentation typically opt for a relatively smaller number of segments, often between five and eight.
- They may develop more discrete segments during the segmentation process, but includes a rationalizing step to a smaller number.

Targeting Market Segments

- The firm never has sufficient resources and/or abilities to address all segments in a market; hence, it must decide where to target its efforts.
- Some segments receive greater effort and resources; some segments receive little or no effort.
- By effective targeting, the firm better addresses customer needs and minimizes direct competition.
- For each target market segment, the firm should develop unique offer precisely tailored to the need profile of customers in that segment.

The Multifactor Matrix Approach to Targeting (Strategic Position Analysis)

- The **multifactor matrix** (strategic position analysis) helps the firm decide which market segments to target.
- For each candidate segment, the firm must answer two questions:

1 How attractive is this segment? (Later, we discuss what makes a segment attractive.)

2 Does the firm have the business strengths to win in this segment?

Market Segment Attractiveness

BUSINESS CAPABILITIES

High	**G**	**B**	**A**
Medium	D	H	C
Low	F	E	I
	Low	Medium	High

- **Market Segment Attractiveness:** Factors that make a market segment attractive to the firm.
- **Business Strengths:** What any competitor would need to be successful in the segment.

Targeting Market Segments: Typical Criteria for Assessing Segment Attractiveness and Business Strengths

Market Segment Attractiveness	Business Strengths
Ability to use available resources Barriers to entry Barriers to exit Customer service valued Degree of vertical integration Likely competitor actions Market segment growth rate Market segment potential Market segment size Potential profit margins Regulatory constraints Social factors Technological change	Brand value Distribution facilities Financial leverage Government relations Liquidity Market segment share Marketing skills Modernity of plant and equipment Production capacity Profitability record Raw materials position Sales force Service levels Technological expertise

Positioning

Marketing Management Process

Understand Customers' Needs and Behaviours Through Market Research

Segmentation

- Marketers group or segment consumers into chunks based on needs and other factors.
- Division of consumers into these chunks is called as segmentation.

Targeting

- The specific segments of consumers that a particular firm addresses are called "Targeted Consumers".
- The process of selecting targeted segments is called "Targeting".

Positioning - A firm plans how to: position its product in consumer's minds.

Inspire consumers to choose its product over competitors' products.

Once the position is planned, the strategic marketing process is complete

Strategic marketing and positioning

Marketing Management Process

Once the strategic marketing process is complete, firms will continue to focus on each segment separately to achieve the desired positioning in each segment

Developing a Brand Positioning

- Positioning
  - The act of designing a company's offering and image to occupy a distinctive place in the minds of the target market.
  - Value proposition
    - A cogent reason why a target segment should buy a product or service.

Positioning

- Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market.
- The goal is to locate the brand in the minds of consumers to maximize the potential benefit to the firm.
- A good brand positioning helps guide marketing strategy by clarifying the brand's essence, identifying the goals it helps the consumer achieve and showing how it does so in a unique way.
- Everyone in the organization should understand the brand positioning and use it as context for making decisions.

Positioning

- A well-positioned brand should be distinctive in its meaning and execution.
- A good positioning has one foot in the present and one in the future.
- It needs to be somewhat aspirational, so the brand has room to grow and improve.
- Positioning on the basis of the current state of the market is not forward-looking enough, but at the same time, the positioning cannot be so removed from reality that it is essentially unobtainable.
- The real trick is to strike just the right balance between what the brand is and what it could be.
- One result of positioning is the successful creation of a customer-focused value proposition, a cogent reason why the target market should buy a product or service.

Value

- Customer’s overall assessment of the utility of a product (or service) based on perceptions of what is received and what is given.
- This assessment can be referred to as a comparison of a product or service’s get and give components.
- Research has shown that there are four types of values:

Emotional Value: The utility derived from the feelings or affective states that a product generates.

Social Value: The utility derived from the product’s ability to enhance social self-concept.

Value for Money: The utility derived from the product due to the reduction of its perceived short term and longer-term costs.

Functional Value: The utility derived from the perceived quality and expected performance of the product.

Value proposition

TABLE 10.1	Examples of Value Propositions	
Company and Product	**Target Customers**	**Value Proposition**
Hertz (car rental)	Busy professionals	Fast, convenient way to rent the right type of a car at an airport
Volvo (station wagon)	Safety-conscious upscale families	The safest, most durable wagon in which your family can ride
Domino's (pizza)	Convenience-minded pizza lovers	A delicious hot pizza, delivered promptly to your door

Cuttack Nursing Home

Lower middle class

Medical treatment for minor ailments at affordable price.

Located in the outskirts of Cuttack city.

Value Proposition

- The value proposition created by a firm for its product should:

1. Be based on the elements of the marketing mix
2. Inspire consumers to perceive its product to be superior to other options available in the market.
3. Convinces consumers to buy the product.
4. Makes the overall customer experience delightful.

Essentials of Positioning

- Choosing a frame of reference by identifying the target market and relevant competition
- Identifying the points of parity and points of difference brand associations given that frame of reference, and
- Creating a brand mantra summarizing the positioning and essence of the brand.

Success of the Marketing Management Process

- When consumers' perception of a product matches a firm's planned position for it, the marketing management process proves to be successful.
- The final decision on how to use the four Ps constitutes a firm's marketing strategy.

Competitive Frame of Reference

- Competitive frame of reference
  - Defines which other brands a brand competes with and which should thus be the focus of competitive analysis
  - Identifying and analyzing competitors

Does Rolex compete with Titan, Mercedes with Maruti?

Identifying Competitors

- A good starting point in defining a competitive frame of reference for brand positioning is category membership – the products or sets of products with which a brand competes and that function as close substitutes.
- If at all Kinley is trying to identify competitors, it is not just Aquafina or bisleri it is also Coke, Pepsi, Amul Masti etc.
- The range of a company’s actual and potential competitors, however, cn be much broader than the obvious.
- To enter new markets, a brand with growth intentions may need a broader or may be even a more aspirational competitive frame.
- And it may be more likely to be hurt by emerging competitors or new technologies than by current competitors.

Competitive Frame of Reference

- Firms should broaden their competitive frame to invoke more advantageous comparisons. For example:

The U.S. Armed Forces changed the focus of its recruitment advertising from the military as patriotic duty to the military as a place to learn leadership skills – a much more rational than emotional pitch that better competes with private industry.

Competitive Frame of Reference

TABLE 10.2 Customers' Ratings of Competitors on Key Success Factors

	Customer Awareness	Product Quality	Product Availability	Technical Assistance	Selling Staff
Competitor A	E	E	P	P	G
Competitor B	G	G	E	G	E
Competitor C	F	P	G	F	F

Competitive Analysis

Hospital

Hospital	Specialty	Location	Customer Care	Cost
A	Multi	Central	Poor (crowded)	Low
B	Multi	Central	Fair	High
C	Multi	Outskirts	Excellent	High

Cost leadership. Differentiator, Focus

Competitive Frame of Reference

Once a company has identified its main competitors and their strategies, it must ask:

1. What is each competitor seeking in the marketplace?
2. What drives each competitor's behavior?
3. Many factors shape a competitor's objectives, including size, history, current management and financial situation.
4. If the competitor is a division of a larger company, its important to know whether the parent company is running it to diversify it or to run it as a standalone business.

Points-of-Difference

- Points-of-difference (PODs)
  - Attributes/benefits that consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand

Points of Difference

- Associations that make up points of difference can be based on virtually any type of attribute or benefit.
- Louis Vuitton may seek a point-of-difference as having the most stylish handbags, Energizer as having the longest-lasting battery and Fidelity Investments as offering the best financial advice and planning.
- Strong brands often have multiple points-of-difference. Apple (design, ease of use and software), Nike (performance, innovative technology and winning) and Southwest Airlines (value, reliability and fun personality).
- Creating strong, favorable and unique associations is a real challenge, but an essential one for competitive brand positioning.
- Successfully positioning a new product in a well-established market is very challenging when compared to a new burgeoning market.

Criteria to Determine Whether a Brand Association Can Function as a PoD

- Desirability (Desirable to Consumer - Personally relevant to them)
- Deliverability (Firm must have capabilities to feasibly create and maintain the brand association in the minds of consumers) and
- Differentiability (Customer must see the brand association as distinctive and superior to relevant competitors)

Points-of-Difference and Points-of-Parity

- POD criteria

Desirable

Deliverable

Differentiating

Points-of-Parity

- Points-of-parity (POPs)
  - Attribute/benefit associations that are not necessarily unique to the brand but may in fact be shared with other brands.
  - Did Tata Nano have point of parity with “cars”?

Points-of-Difference and Points-of-Parity

- POP forms

Category

The items which the customer considers essential for the category. Building, teachers. Sports ground etc. for a school.

Correlational

These are the associations that follow as a consequence of establishing a point of parity. Cheap products often are considered to be bad quality.

Competitive

Measures taken to overcome possible weaknesses vis-à-vis competition. 10 years warranty.

Straddle Positioning

- Occasionally, a company will be able to straddle two frames of reference with one set of points-of-difference and points-of-parity.
- In these cases, the points-of-difference for one category become points-of-parity for the other and vice versa.
- Subway restaurants are positioned as offering healthy, good-tasting sandwiches.
- This positioning allows the brand to create a PoP on taste and a PoD on health with respect to quick-serve restaurants such as McDonald’s and Burger King and at the same time, a PoP on health and a PoD on taste with respect to health food restaurants and Cafes.

Straddle Positioning

- Although a straddle positioning is often attractive as a means of reconciling potentially conflicting consumer goals and creating a ‘best of both worlds’ solution, it also carries an extra burden.
- If PoP and PoD are not credible, the brand may not be viewed as a legitimate player in either category.

Points-of-Difference and Points-of-Parity

- Choosing specific POPs and PODs
  - Compétitive advantage
  - Means of differentiation
  - Perceptual map
  - Emotional branding

Competitive Advantage

- To build a strong brand and to avoid getting commoditized, marketers are encouraged to build a sustainable competitive advantage.
- Sustainable competitive advantage is a company’s ability to perform in one or more ways that competitors cannot or will not match.
- Pharmaceutical companies are developing biologics, medicines produce using the body’s own cells rather than through chemical reactions in a lab, because they are difficult to copy.
- Interestingly few competitive advantages are inherently sustainable. At best, they may be leverageable.
- A leverageable advantage is one that a company can use as a springboard to new advantages, much as Microsoft has leveraged its operating system to Microsoft Office and then to networking applications.
- Broadly, a company that hopes to stay for a long haul has to be in the business of continuously inventing new advantages that can serve as the basis of points-of-difference.

Means of Differentiation

- Any product or service benefit that is sufficiently desirable, deliverable and differentiating can serve as a point-of-difference for a brand.
- The obvious and often the most compelling, means of differentiation for consumers are benefits related to performance.
- Swatch offers colorful, fashionable watches;

Swatch

- **Product:** Watches were designed on various colours and forms so that they would be perceived as a fashion accessory.
- **Price:** Priced at USD 100 per watch so that they would not be perceived as neither too cheap nor too expensive.
- **Place:** Retail outlets were based on the theme of fashion and were designed in a colorful and inviting manner.
- **Promotion:** The image of Swatch watches were consistently promoted as a fashion accessory.

Planned Position: To market their watches as a fashion accessory

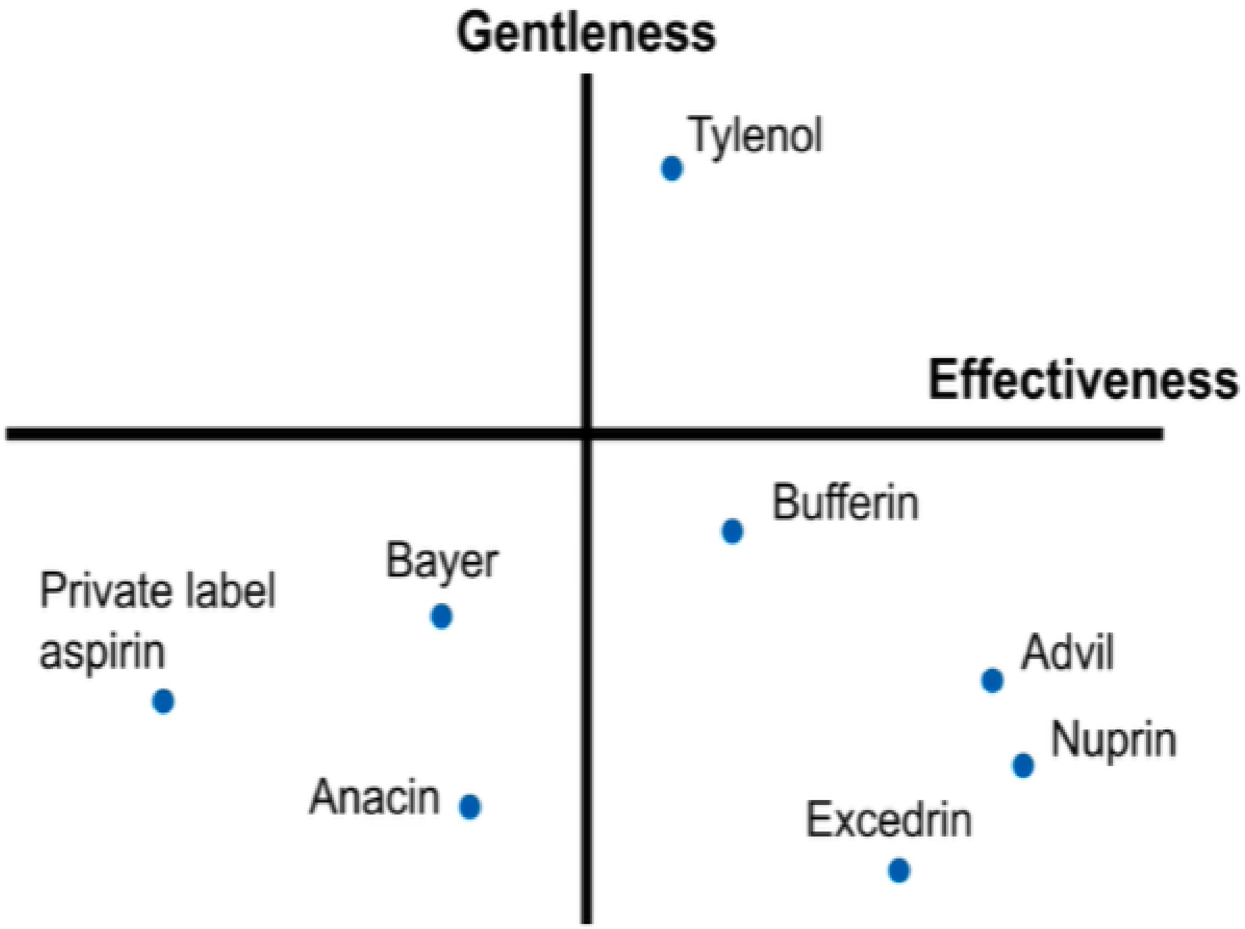
Key Takeaways

- All elements of marketing mix must convey the same position. (Swatch was able to do this by pricing the watches suitably)
- Technological developments in the digital domain have made it difficult for marketers to achieve the desired product positioning.

Perceptual Maps

- For choosing specific benefits as PoPs and PoDs to position as a brand, perceptual maps may be useful.
- Perceptual maps are visual representations of consumer perceptions and preferences.
- They provide quantitative pictures of market situations and the way consumers view different products, services and brands along various dimensions.

Perceptual Maps



Perceptual map of pain relievers

Emotional Branding

- Many marketing experts believe a brand positioning should have both rational and emotional components.
- In other words, it should contain points-of-difference and points-of-parity that appeal to both the head and the heart.
- Mederma (Scar Treatment Product) – Women did not just buy for physical treatment but also to increase their self-esteem.

Points-of-Difference and Points-of-Parity

- Brand mantras

Brand mantras are short statements articulating the heart and soul of the brand and are generally meant for internal purposes (for example: employees). Brand slogans are for

External purposes (customers)

For example: Health , Hygiene and Heart (compassion) for a hospital.

Communicate → Simplify → Inspire

Establishing a Brand Positioning

- Communicating category membership

Announcing category benefits	A premium hotel can mention its luxurious rooms, restaurant Bar, swimming pool. Spa etc.
Comparing to exemplars	A comparison with other premium hotels in the city.
Relying on product descriptor	Airbnb Online platform for rental accommodations

Positioning Example: TATA NANO

- Was planned to be positioned as an aspirational product for people wanting to upgrade from a two-wheeler to a car.
- However, TATA group and media positioned NANO as a cheap (instead of ‘affordable’) car in the minds of consumers even before the launch.
- Wrong positioning was a major reason why the car did not sell.
- Although the company tried to reposition the car later, it did not succeed.
- A well-entrenched position is difficult to change.
- Therefore, companies must be careful in positioning.

Key Takeaways

- Digital technologies have caused a significant power shift in the world of marketing.
- Earlier, companies held all the cards. They controlled the information shared with consumers and managed positioning easily.
- Now consumers have the largest voice.
- If you don’t brand yourself, others will.

Positioning Challenges and Solutions

Actively engage with consumers to:

1. Create the desired brand for their products.
2. Ensure that any threats to the brand position are managed well.

Monitor the digital media conversation around their brand and around competing brands.

Address issues immediately:

1. To prevent them from getting viral.
2. In a positive, solution-oriented and transparent manner.

Build reputation and trust

Build brand communities through loyal customers who would defend the company.

Solution for a Positioning Challenge

- The way to deal with negative information is to flood it with the right information.

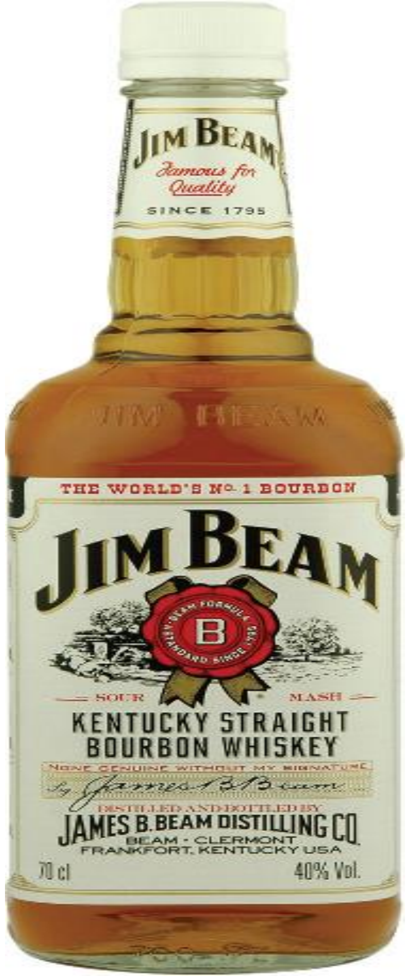
Monitoring Competition

- Variables in assessing potential competitors
  - Share of market
  - Share of mind
    - Brand Recall
  - Share of heart
    - Brand Preference

Market Share = Sale / Market Size
Quantity (units) or Value (Amount Rs or U$)

LG CTVs = 10000 TVs in a month, the television market size is 50,000 TVs
Market Share = 10000/50000 = 30%
Av price of an LG TV is Rs. 20000. overall average price is 22000.
Sale of LG in Rs terms = 20000X10000 = 20,0000000 (Rs 20 crore)
Market Size in terms of Rs. = 50000X22000 = 110,00000 (110 crore)
LG Market Share in terms of amount = 20 crore / 110 crore = 18%

Alternative Approaches to Positioning



1. The story
2. The customer’s engagement with the brand
3. The visual language or expression of the brand
4. The manner in which the brand engages the senses.
5. The role the brand plays in the lives of the people.

- Brand narratives and storytelling
  - Setting
  - Cast
  - Narrative arc
  - Language

<u>Cultural branding</u>

- Fair and lovely (Glow and Lovely) taps into the cultural notion of beauty.
- Bullet feeds notions of machismo.
- Hero Honda is about thrift.

Positioning/Branding for A Small Business

- Find compelling product performance advantage
- Focus on building one or two strong brands based on one or two key associations
- Encourage product trial in any way possible
- Develop cohesive digital strategy to make the brand “bigger and better”
- Create buzz and a loyal brand community
- Employ a well-integrated set of brand elements
- Leverage as many secondary associations as possible
- Creatively conduct low-cost marketing research

Consumer Brand Relationships

- Relationships have a valence and are governed by different emotions such as commitment, passion and intimacy, among others (Sternberg, 1986; Alvarez and Fournier, 2016).
- Consumer-brand relationships are not any different and can be either positive or negative.
- The sentiments consumers have about brands indicate their opinion, attitude, feelings and the overall likelihood to either support or avoid them.
- However, having positive or negative views about, or feelings towards, a brand does not mean that consumers will be willing to engage with it and form a relationship.

- Strong positive or negative brand relationships are governed by passion (Sternberg, 1986).
- The level of passion that consumers feel for a brand determines the strength of this relationship.
- Therefore, consumers may form strong or weak relationships with some brands, while they can totally ignore other brands to which they are indifferent.

Understanding Consumer-Brand Relationships

Sentiment Range				
	Positive	Brand Love	Brand Liking	Brand Indifference
	Negative	Brand Hate	Brand Disliking	
		Strong	Weak	None
			Passion Intensity	