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## **Overview of project**

### ***Objective***

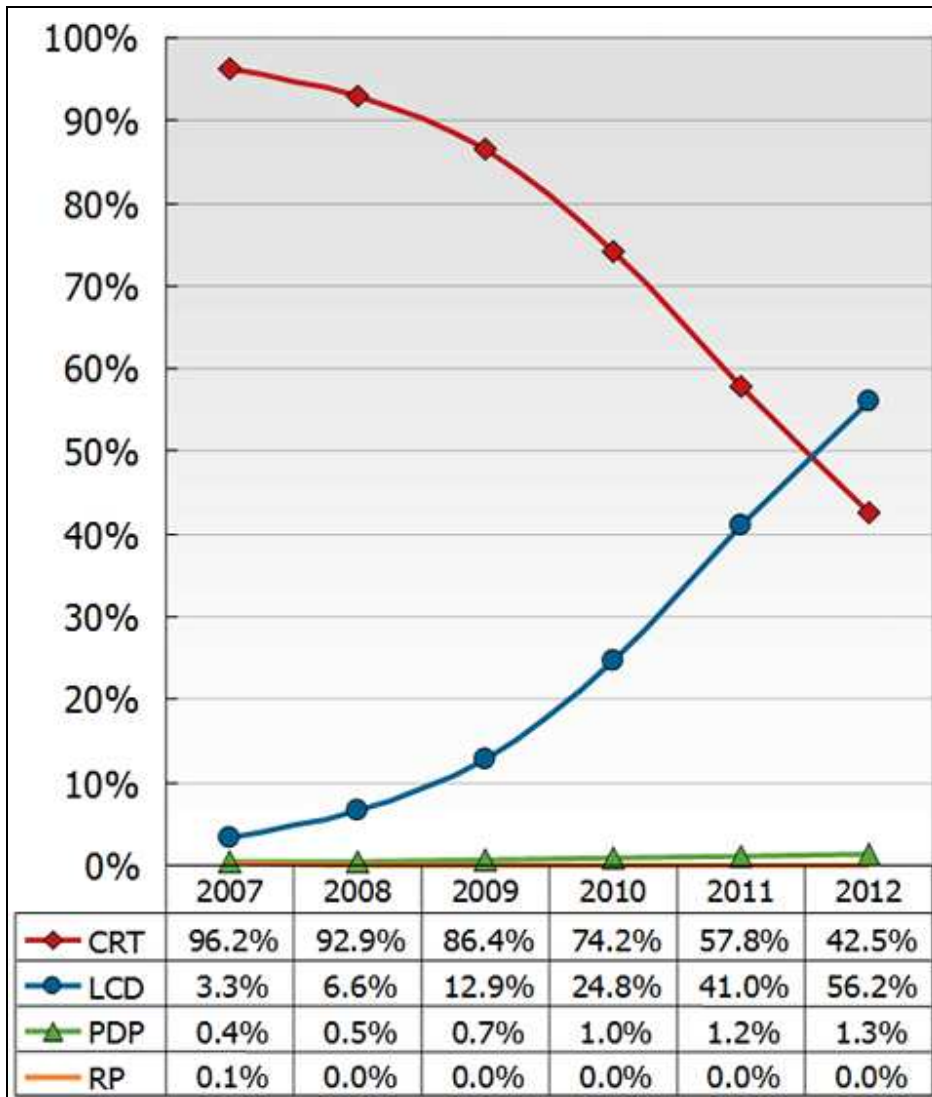
- The objective of this exercise is to prepare and study the consensus maps of two brands – one leader, one follower in a category of choice we have taken LCD TV's as subject of study leader brand Sony, Follower Brand Samsung
- To recommend to the follower brand strategies based on the study.

### ***Category***

We have chosen LCD TV as our category for this project.

### **Overall Category Info**

In India, traditional CRT TV accounted for ~93% of total TV shipped during 2008, followed by LCD TV with 6.6% and PDP with 0.5% market share. However, LCD TV as a sub-category is just at the beginning of a real growth curve with Y/Y growth of more than 100% expected for each of next five years. This growth would be driven by enhanced purchasing power, the digital broadcast (DTH, IPTV, STB cable) transition as well as consumer awareness and affordability of flat panel TVs. India's growing upper middle class is projected to be the greatest source of LCD TV purchasing power. The market size is expected to explode as more than 23M Indians would enter this demographic in the next five years. More sporting events like IPL, Commonwealth games are expected to lead to higher sales.



(Image: India TV Shipment Forecast by Technology)

Major brands like Samsung, LGE, Sony and Philips and Indian local brands like Videocon and Onida are all focusing promotional efforts around LCD TV. Several Chinese brands are also targeting India with their first exports. With IPL in progress this category has become highly advertised. Sony, Samsung and LGE have the most exclusive shops in India

*In 2007, the leading India LCD TV brands were Samsung, with more than 30 per cent share, followed by Sony (19 per cent), and LG (16 per cent). However in 2008, LG became the market leader with 33% market share followed closely by Samsung at 30% and Sony.*

## **Choice of Category**

### ***Brands & Brand Strategies***

In 2007, the leading India LCD TV brands were Samsung, with more than 30 per cent share, followed by Sony (19 per cent), and LG (16 per cent).

#### **Sony**

Sony recently launched a new series of Bravia W, V & S television series, in the range of 20-52 inches and is targeting a 40% market share in the LCD category. Sony has a premium tag to its brand as is evident from our survey, and they see, to maintain it. Their target customer is one with an annual income of Rs. 5 lakh and above. According to official statistics, India would have 40 mn such households by 2010.

Sony doesn't have a manufacturing facility in India and imports the TVs from their global operations. The prices of LCD TV have fallen and this is allowing Sony to target a position of market leader. They are planning to invest around Rs. 60 cr towards marketing activities for the LCD range. Sony strategy is to leverage the organized retail as well as their exclusive stores to reach out to the customers. Sony offers more than 20 variants with price ranging from Rs. 16,000 to Rs. 20,00,000

#### **Samsung**

Samsung is the world largest manufacturer of LCD panels. Samsung commands the highest market share with a product line up of 22 variants and price ranging from Rs. 18,500 to Rs. 24 lakhs. Samsung has established itself as a value for money brand in the overall CTV segment and is leveraging its extensive service network to target the upwardly mobile consumers. Our comparison of the listed retail price for Samsung and Sony surprisingly shows that Sony is cheaper than Samsung in several variants. Samsung distributes its product via its channel partners as well as unorganized retail, however, product distribution & service is centralised for a city/region.

#### **LG**

LG which has the largest market share across all CTV sub category had a sale of more than Rs. 1000 crore for the LCD TV sub-segment in 2008. LG achieved this high level of sales via its extensive distribution network and reach across the country. LG prices its product aggressively against Sony as well as Samsung. Further, LG brand has established a value for money and superior quality and service association with its mobile handsets available mostly on the Reliance CDMA network. They have been able to successfully use this brand association as evident in our study. LG also has the largest number of owned stores.

## **Brand Concept Map**

### ***Overview***

BCM as a tool is used when the consumers understand the product category and the associations (attributes, consequences and values) are fairly clear to the consumers for that product category. In absence of this qualitative elicitation technique such as ZMET needs to be followed. In the category of LCD TV's we find that the consumer are aware of the product and associations are fairly clear; not withstanding this we did use a qualitative elicitation technique called laddering to come up with basic constructs and associations. Additionally, noteworthy is that the category is a high involvement category.

### ***Study methodology***

#### ***Elicitation Stage***

The objective of this stage was to identify certain attributes, consequences and values pertinent to this category which could subsequently be used in a Brand Concept map study.

To do this we identified three volunteers who recently bought the product in the said product category and were receptive to elicitation type study.

We adopted the laddering methodology to elicit constructs from respondents; We chose laddering because Laddering as a methodology allows for an in-depth, one-on-one interview which can be used to develop an understanding of how consumers in this case the volunteers are translating the attributes of products they recently purchased for the mentioned category into meaningful associations with respect to self. We felt this approach was necessary as the use of ZMET as mandated by the BCM paper was inappropriate for the structure of the project; hence laddering was used to identify the mental constructs which the consumers have in their mind.

The respondent chose the attributes which have been mentioned below;

The exercise began with asking the question "What comes to your mind when you think of an LCD TV?" and then proceeded to the ladder why were these attributes important to the volunteer while either evaluating it or making the purchase decision.

#### **Laddering**

The **ladders** that we obtained during our interviews are as follows:-

**Respondent 1:-**

**Demographic data**

**Age:** 28 Years  
**Sex:** Male  
**Annual Income:** 10 – 15 lacs  
**Recently purchased/going to purchase:** 40" LCD TV Sony

**1a. Quality** (in terms of repairs et al) → should not need to service often → Fixed cost of tech high (irrespective of component) → Economical and practical spender

**1b. Quality** (in terms of repairs et al) → Effort the same whether small or big issues → Eats into "other things" ("Other things" → \* Time with family → Family values)  
(Other forms of entertainment → Refreshes → can focus on profession → Professional growth → Ambitious \* Work → Professional growth → Ambitious

**2. Value for money** → Significant investment → hard earned money → should be spent on things of lasting value for self/family → Economical and practical spender  
→ Links to "Fixed costs ..." in **1a**

**3a. Picture Quality** → No Strain to eyes → convenient for aging parent's → Family values

**3b Picture Quality** → 180 degree visibility → Tend to move around/work while watching TV → Prefer Active lifestyle → Watch as group with friends/family → Social

**4. Compatibility with other devices (DVD, computer, USB)** → Cumbersome to swap wires → Like simplified devices → Simple living → Family would prefer to see pictures etc on TV rather than phone/computer → Family values

**5. Easy to use remote** → Easy access to frequently used features (mute etc) and favorite channels → Is an engineer designing products for simplicity of use so would expect the same → Simple living

**6. Reminders for favorite programs** → Often forget → busy lifestyle

**7. "Brand value"** → proxy for quality, value for money etc → Helps decide on brand quickly → busy lifestyle → Perception of others → Social

**Preference - Sony (1st), LG (2nd), Panasonic (3rd), Samsung (4th)**

**Respondent 2:-**

**Demographic**

**Age: 27 Years**

**Sex: Male**

**Annual Income: 5 – 10 lacs**

**Recently purchased: 40" LCD TV SAMSUNG**

**Brands considered by the Subject: (1st pref) Sony, (2nd Pref) Samsung, (3rd Pref) Sharp**

**Attributes at the first stage, free association:**

1. Previous experience with the brand
2. Color reproduction
3. Service & Availability
4. Value for money
5. Brand reputation, history and country of origin
6. Technical features such as USB
7. Appearance
8. Picture Quality.

**Ladders Produced:**

**Better picture quality** --> Luxury, expensive --> provides extra edge --> Realistic sights and sounds --> Feels good/Hedonism

**Appearance** --> It is in the living room --> Portrays lifestyle and characteristics to guests -> Perception among friends --> Belonging/Social values

**Value for money** --> spending hard earned money --> enjoy every bit of it --> XXX

**Value for money** --> big investment --> Avoid mistake --> meant for family --> family belonging

**Value for money** --> big investment --> Avoid mistake --> Peace of mind

**Brand reputation/History** --> expectation of service --> minimum hassle to solve problems with brand --> peace of mind/good health

**Previous experience with the brand** --> Reliability --> peace of mind



**Respondent 3:-**

**Demographic**

**Age: 31 Years**

**Sex: Female**

**Annual Income: 10 – 20 lacs**

**Recently purchased: 40" LCD TV Sony**

Brands considered by the respondent: (1st preference) Sony, (2nd preference) Samsung, (3rd preference) Sharp

Attributes at the first stage, free association:

1. Previous experience with the brand
2. Color reproduction
3. Service & Availability
4. Value for money
5. Brand reputation, history and country of origin
6. Technical features such as USB
7. Appearance
- 8 Picture Qualities

Ladders Produced:

**Better picture quality** --> Luxury, expensive --> provides extra edge --> Realistic sights and sounds --> Feels good/Hedonism

**Appearance** --> It is in the living room --> Portrays lifestyle and characteristics to guests -> Perception among friends --> Belonging/Social values

**Value for money** --> spending hard earned money --> enjoy every bit of it --> XXX

**Value for money** --> big investment --> Avoid mistake --> meant for family --> family belonging

**Brand reputation/history** --> expectation of service --> minimum hassle to solve problems with brand --> peace of mind/good health

**Previous experience with the brand** --> Reliability --> peace of mind

Based on the ladders that came out we identified the constructs (attributes, consequences, values) as following

### Constructs

Constructs	Description of the construct
Product Quality	quality as perceived by the volunteer; no specific quantifiable definition was given only a general understanding of quality existed for the consumer
Value for Money	Value for money was the balance between the consumer benefit and the perceived price.
Picture/sound quality	Perception regarding picture and sound quality; no quantifiable mechanism existed for the consumer to make a judgment.
Service (quality and reach)	Based on the responsiveness from the service centers or points of purchase in the event of a service requirement
Technical features	Presence of technical features.
Brand Value/reputation/country of origin	The perception of the brand as a generic understanding/ Japan had a high association with quality products in electronics
Technical Superiority	The consumers perceived technical superiority on two counts one number of features and the quality of each of the features
In-Store experience	This construct came out when the consumer made the purchase decision and how much the purchase environment assisted in making the purchase decision (knowledge of the sales persons etc)
Product reliability	Perceived life of the product and the frequency of the breakdown
Product Styling	LCD TV looks and feel; colors in which it was available; how well will the product go with the home décor.

Product compatibility (with other technologies)	Whether the product is compatible with other product accessories e.g. if the cable and chord of one brand of TV works with others.
Easy to use product features	How easy or difficult is it to understand the product feature and create a custom viewing experience (surround sound, sharpness)
Easy to use remote	How easy it is to maneuver the product using the remote
Luxury	Whether the product was perceived as a luxury product
Trustworthy brand	20,000 ft view of the product and its overall perception as a trustworthy brand based on the evaluation by the consumer
Social factor (high esteem, standing)	Is it a great show off product (e.g. during get together etc)
Superlative associations/Hedonism (e.g. choosing nothing but the best products one of them is a Sony)	Is the product a part of such group of products that the consumer would like to buy based on a strongly held belief/value For e.g. the consumer had a belief that I buy nothing but the best and the chosen product is a part of that belief
Previous product experiences	How did the previous experience with the product work out? (product features, service, interaction with company representatives etc)
High on features	This was to do with the <b>number of features</b> referred to by consumers as high on features
Comprehensive manual/assistance/help	How helpful the manual is ? How easy it is to access help in case of a need?

## ***Mapping Stage***

We chose the brands Sony and Samsung based on the analysis of the LCD TV market; analysis of the LCD TV market brings out the observation that Sony has the highest Mindshare amongst the consumers; Samsung has the highest market share in the mentioned category.

From the previous exercise of laddering done we identified important constructs. These constructs would be useful in the BCM study. Based on these constructs we prepared cards during preparation of the exercise; briefed the respondents on the motive of the exercise, explained the BCM methodology and guided them through the mapping phase; we as a group agreed to use the Volkswagen Beetle map (given in the paper) to provide a reference to the volunteers.

We provided the respondents with sheets (which are attached with the report) to create the brand associations during the respective stage of the exercise.

During this stage the interview times were setup with the respondents for them to do the exercise in their free time; the entire exercise was done in on go for each brand so as to obtain consistent result once the motive and the mechanism were explained the entire exercise took 25 – 30 minutes;

The respondents were shown the advertisements of the brands for which they were requested to create the associations.

The exercise ended with the respondents mentioning their demographic data and other details.

The results of the exercise are attached with the report in the appendix.

## ***Aggregation Stage***

*(This exercise is an illustration for SONY the same steps were repeated for Samsung which are available in appendix)*

**Step 1:**

In **Step 1** we identified the core associations based on the constructs identified in elicitation stage.

**Method:** For each of the respondents (columns B through L in the image below) we coded the constructs and found the “**strength of the association**” and the “**valence of the association**”

So for **strength of the association** the data would be read as

(**Example:** the highest strength of a super-ordinate connection of the construct)

The data in column “O” is the count of columns of non-zero values for a particular row *i.e.* for construct “Service (quality and reach) count 4 indicates 4 non-zero values

This count value in column “O” would give the value for “**frequency of mention**” for a particular construct.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Product Quality	3	3	3	2	3	3	3	3	3	3	3			11
2	Not Value for Money	0	2	1	2	0	2	0	1	1	1	2			8
3	Picture/sound quality Quality	3	3	0	2	3	2	3	3	2	1	0			9
4	Service (quality and reach)	2	0	0	0	0	0	1	0	1	1	0			4
5	Technical features	1	0	1	2	3	0	0	2	2	0	1			7
6	Brand Value/reputation/country of origin	3	3	3	2	2	3	3	3	2	1	0			10
7	Technical Superiority	0	3	3	0	0	3	3	2	2	0	2			7
8	In-Store experience	0	2	0	0	0	0	0	0	0	3	0			2
9	Product reliability	2	0	0	0	3	3	0	2	2	1	3			7
10	Product Styling	2	0	-1	1	2	1	1	3	1	1	0			8
11	Product compatibility (with other technologies)	1	1	0	0	0	1	0	-2	0	1	0			4
12	Easy to use product features	0	3	0	0	1	0	1	0	0	0	0			3
13	Easy to use remote	0	0	0	0	0	-1	1	0	1	1	0			3
14	Luxury	2	3	3	1	3	3	3	2	2	1	3			11
15	Trustworthy brand	3	3	3	2	3	3	1	5	3	0	0			9
16	Social factor (high esteem, standing)	2	3	3	1	3	2	2	0	2	2	0			9
17	Superlative associations/Hedonism (e.g. choosing nothing but the best products one of them is a Sony)	0	0	3	0	0	2	0	1	0	0	0			3
18	Previous product experiences	2	0	0	0	3	0	0	3	0	0	2			4
19	High on features (No of features)	2	0	0	0	0	0	0	0	0	0	1			2
20	Comprehensive manual/assistance/help	0	3	2	0	0	0	0	0	0	0	0			2

Image 1(Strength of Association)

In image 2 the Valence of the association would be read as

**Example:** The data in the last column is the sum of the values of non-zero values for a particular row *i.e.* for construct “Technical features) value 9 indicates sum of the values of the non-zero columns (1+0+1+1+1+0+0+2+2+0+1)”

This value would give the number of interconnections for a particular construct corresponding to the frequency of mention.

22	Product Quality	3	4	1	1	2	2	2	1	1	5	3			25
23	Value for Money	0	1	1	1	0	1	0	1	1	2	1			9
24	Picture/sound quality Quality	1	1	0	1	1	1	2	1	1	1	0			10
25	Service (quality and reach)	1	0	0	0	0	0	1	0	1	1	0			4
26	Technical features	1	0	1	1	1	0	0	2	2	0	1			9
27	Brand Value/reputation/country of origin	1	2	4	2	1	1	2	1	1	2	0			17
28	Technical Superiority	0	1	2	0	0	2	1	3	1	0	1			11
29	In-Store experience	0	1	0	0	0	0	0	0	0	2	0			3
30	Product reliability	1	0	0	0	1	2	0	2	1	1	2			10
31	Product Styling	1	0	1	1	1	1	1	1	1	1	0			9
32	Product compatibility (with other technologies)	1	1	0	0	0	1	0	1	0	2	0			6
33	Easy to use product features	0	1	0	0	1	0	2	0	0	0	0			4
34	Easy to use remote	0	0	0	0	0	1	1	0	1	1	0			4
35	Luxury	2	1	2	1	1	2	1	2	3	1	2			18
36	Trustworthy brand	4	2	2	1	2	2	1	5	2	0	0			21
37	Social factor (high esteem, standing)	1	1	2	2	1	2	1	0	2	2	0			14
38	Superlative associations/Hedonism (e.g. choosing nothing but the best products one of them is a Sony)	0	0	2	0	0	2	0	1	0	0	0			5
39	Previous product experiences	1	0	0	0	1	0	0	2	0	0	1			5
40	High on features	3	0	0	0	0	0	0	0	0	0	1			4
41	Comprehensive manual/assistance/help	0	1	1	0	0	0	0	0	0	0	0			2

Image 2 (Valence of association)

The above step gave the Core associations part of the table below.

	Core associations	
	Frequency of mention	No of interconnections
SONY		
Product Quality	11	25
Value for Money	8	9
Picture/sound quality Quality	9	10
Service (quality and reach)	4	4
Technical features	7	9
Brand Value/reputation/country of origin	10	17
Technical Superiority	7	11
In-Store experience	2	3
Product reliability	7	10
Product Styling	8	9
Product compatibility (with other technologies)	4	6
Easy to use product features	3	4
Easy to use remote	3	4
Luxury	11	18
Trustworthy brand	9	21
Social factor (high esteem, standing)	9	14
Superlative associations/Hedonism (e.g. choosing nothing but the best products one of them is a Sony)	3	5
Previous product experiences	4	5
High on features	2	4
Comprehensive manual/assistance/help	2	2

Image 3 (Core Associations)

## Step 2:

**After this stage** in step 2 we identify the core associations directly linked to the (Sony)

### Method:

#### 1. Frequency of the first order mention

To do this we used a marker “1” in the table below to identify the first level associations for each of the respondents (columns B through L) and the last column in the image below counts the first level associations for a particular construct

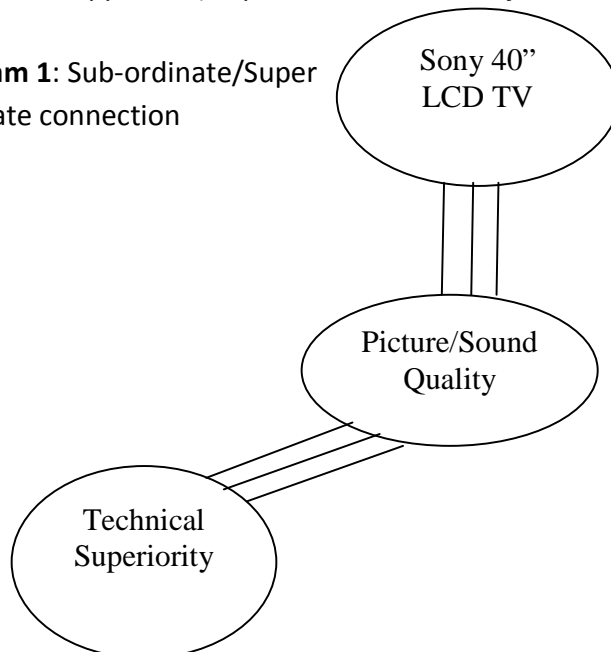
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Product Quality	1	1		1		1		1	1		1			7
2	Not Value for Money			1		1		1		1	1	1			6
3	Picture/sound quality Quality						1	1		1					3
4	Service (quality and reach)		1	1			1								3
5	Technical features				1				1	1	1				4
6	Brand Value/reputation/country of origin	1					1			1	1				4
7	Technical Superiority					1		1			1				3
8	In-Store experience		1									1			2
9	Product reliability				1			1	1	1					4
10	Product Styling	1	1				1	1	1	1	1				7
11	Product compatibility (with other technologies)					1		1				1			3
12	Easy to use product features						1		1						2
13	Easy to use remote		1	1				-1							2
14	Luxury	1		1	1		1	1	1		1	1			8
15	Trustworthy brand	1				1		1	1		1	1			6
16	Social factor (high esteem, standing)		1				1	1	1	1	1	1			7
17	Superlative associations/Hedonism (e.g. choosing nothing but the best products one of them is a Sony)			1		1									2
18	Previous product experiences								1						1
19	High on features (No of features)	1													1
20	Comprehensive manual/assistance/help										1	1			2

Image 4 (Frequency of the first order mention)

## 2. Sub-ordinate connections

The sub-ordinate construct was identified based on where did the construct appear in the map -- for example for the construct **“picture/sound quality”** has one super-ordinate connection and construct **“technical superiority”** has one sub-ordinate connection. The table below illustrates the count of sub-ordinate and super ordinate connections. The diagram below is a part of the diagram attached as appendix (respondent name Manajit Rath Sony 40” LCD)

**Diagram 1:** Sub-ordinate/Super Ordinate connection





	A	B	C	D	E	F	G	H	I	J	K	L
1	Product Quality			1		1		2		1		5
2	Value for Money		1		1							2
3	Picture/sound quality Quality	1	1	1		1	1		1		1	7
4	Service (quality and reach)	1	1			1						3
5	Technical features	1		1		1						3
6	Brand Value/reputation/country of origin	1	1	1		1		1	1	1	1	8
7	Technical Superiority			1	1		1				1	4
8	In-Store experience											0
9	Product reliability	1	1	1		1						4
10	Product Styling			1		1						2
11	Product compatibility (with other technologies)	1										1
12	Easy to use product features										1	1
13	Easy to use remote						1					1
14	Luxury		1			1						2
15	Trustworthy brand			1			1					2
16	Social factor (high esteem, standing)	1		1		1						3
17	Superlative associations/Hedonism							2		2		4
18	Previous product experiences	1			1	1						3
19	High on features				1	1						2
20	Comprehensive manual/assistance/help										1	1

Image 5 (Sub-ordinate connection count)

### 3. Super Ordinate connections

The methodology to count the super-ordinate connections is illustrated in **Diagram 1** above

	A	B	C	D	E	F	G	H	I	J	K	L
1	Product Quality	2	4	2	2		1		1		2	14
2	Value for Money											0
3	Picture/sound quality Quality						1					1
4	Service (quality and reach)											0
5	Technical features			1		1						2
6	Brand Value/reputation/country of origin		1				1			1	1	4
7	Technical Superiority					2		1		1		4
8	In-Store experience											0
9	Product reliability				1	1		1				3
10	Product Styling											0
11	Product compatibility (with other technologies)		1									1
12	Easy to use product features						1					1
13	Easy to use remote											0
14	Luxury	1		2	1	1		1	1	1		8
15	Trustworthy brand	3		1		4		1		1	1	11
16	Social factor (high esteem, standing)		1	1		1		1		1		5
17	Superlative associations/Hedonism			2								2
18	Previous product experiences					1						1
19	High on features	2										2
20	Comprehensive manual/assistance/help										1	1

Image 6 (Super Ordinate connection count)

### Step 3:

In **Step 3 of the aggregation stage we identify the linkages** between core associations linked to the brand itself (from Step 2) and other core associations identified in step 1 but not connected to the brand itself.

**Method:** a matrix was created between the constructs this matrix was populated using markers to identify which individual respondent BCM the association came from.

*due to the size of the original image only a portion is being pasted here only to illustrate how this step was performed printout/soft copy of the excel sheet explains the process better*

	A	B	C	D	E	F	G	H	I	J	K	L
1		Product Quality	Value for Money	Picture/sound quality Quality	Service (quality and reach)	Technical features	Brand Value/reputation/country of origin	Technical Superiority	In-Store experience	Product reliability	Product Styling	Product compatibility (with other technologies)
2	Product Quality			1,1,1,1,1	1	1	1	1,1,1		1		
3	Value for Money											
4	Picture/sound quality								1			
5	Service (quality and											
6	Technical features			1								
7	Brand Value/reputat	1										
8	Technical Superiority						1 1,1					
9	In-Store experience											
10	Product reliability		1									
11	Product Styling											

Image 7: Matrix of constructs for inflection graph.

As seen in the image above the association pair **product quality – picture sound quality** was present in 5 BCM responses in that order.

The inflection point is illustrated as the graph below after a frequency distribution was created.

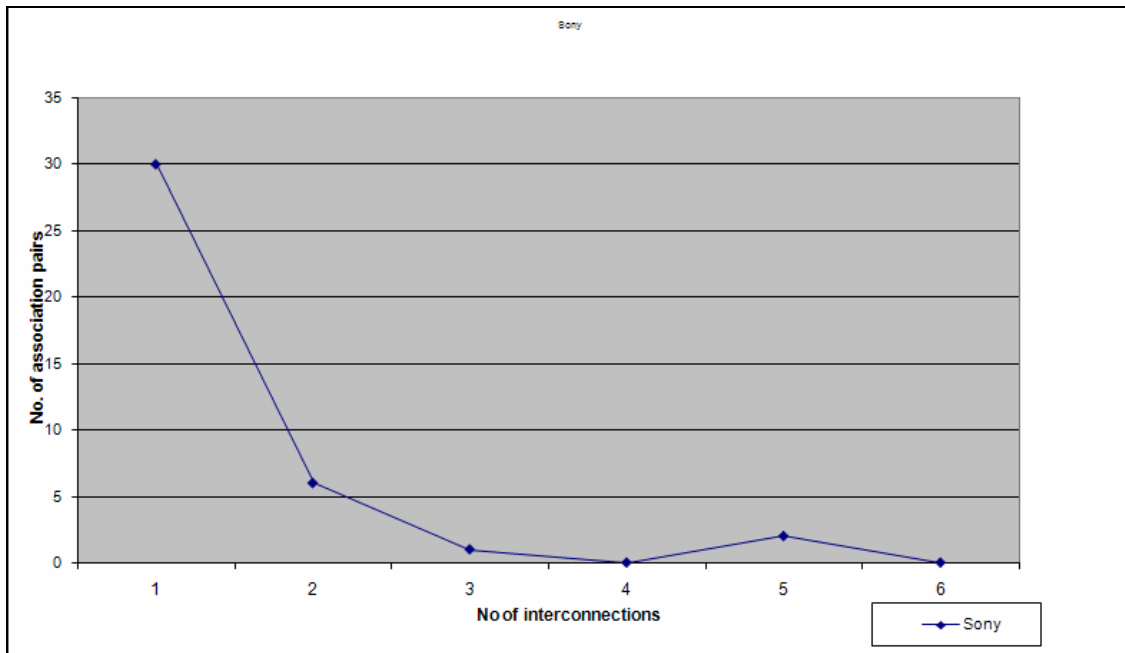


Image 8: Graph indicating inflection point for Sony

Refer Freq distribution for the graph mentioned in the following diagram.

No of Inter connections	No of Association Pairs
1	30
2	6
3	1
4	0
5	2
6	0

In this case the inflection point was 4 hence those associations were considered which appeared in four or more BCM response sheets; in the case of Sony there were three such associations –

These are

1. Technical superiority **connected to** Product Quality
2. Brand Value **connected to** Trustworthy Brand
3. Picture/Sound Quality **connected to** Product Quality

These two associations were established in the consensus map

#### **Step 4:**

**In step 4 we identified non-core to core associations based on the inflection point in step 3** these would be denoted as dotted circles. In this analysis there were no such associations.

#### **Step 5:**

**In step 5 we ascertain the number of connecting lines (denoting the strength of the association) for each of the association based on the average strength across all maps.**

**Consensus Maps**

**Sony**

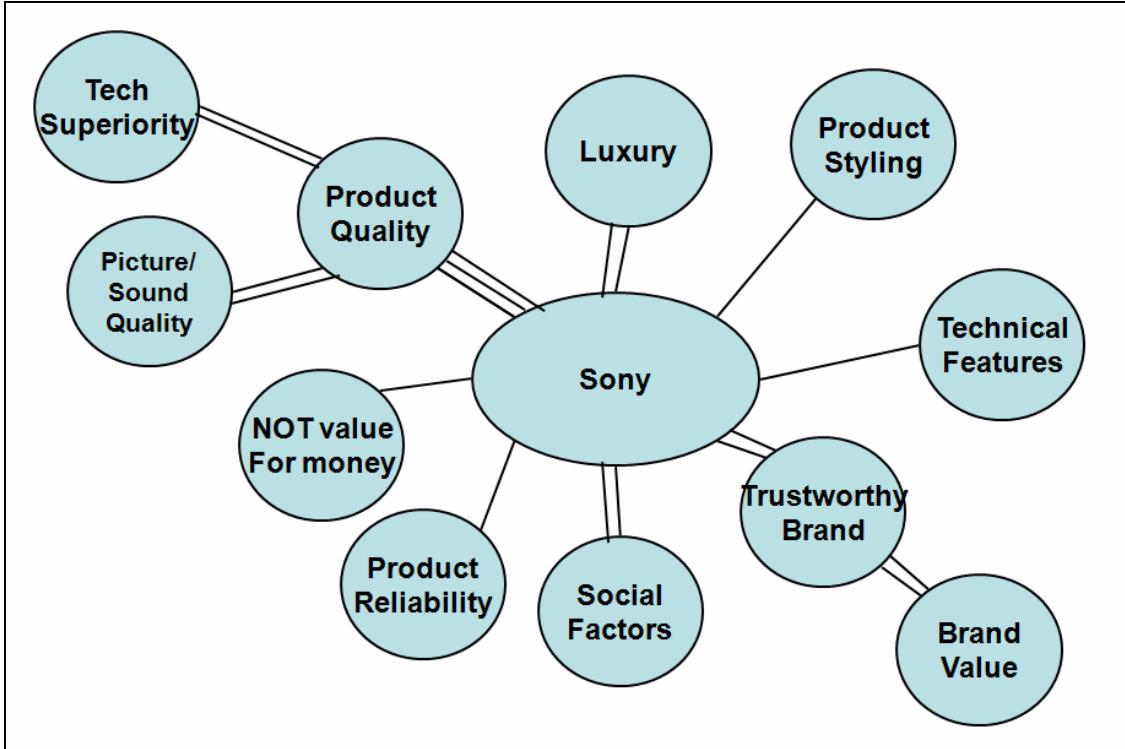


Image 9: Consensus Map for Sony

## Samsung

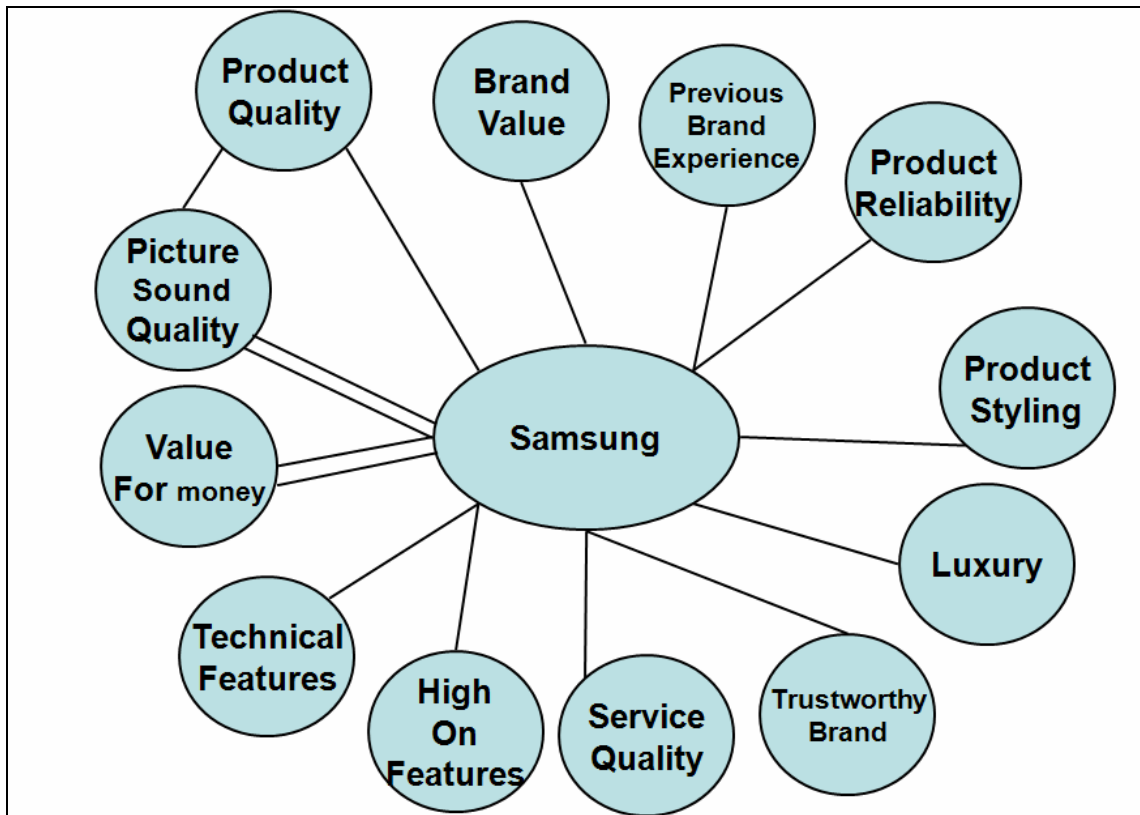


Image 9: Consensus Map for Samsung

## Analysis

### *Target Segment*

**Psychographics of the target segment for brand studied:**

Based on the survey of the advertisements of the brands chosen for the study and taking inputs from the VALs framework, the following deductions can be made about the psychographics of the brands:

- **Samsung**
  - Samsung as a brand caters to people who may not be high on resources but look to
    - Express themselves in new and novel ways, these are the makers.
    - Express achievement through the products and services they consume, who are the strivers. These are the group of people

who are trying to have the latest and the best, yet may not have the resources to do so.

- **Sony**
  - Sony as a brand caters to people who are willing to pay a premium to consume products and services that they desire. They are people who are motivated to achieve in life and to aspire for and get the best product there is. Sony, therefore targets Innovators and the Achievers.

### **Profile of the respondents interviewed:**

The demographic information of the respondents is described in the following table:

#	Name	Annual Income Band (in rupees lakh)	Age	Rating for Sony	Rating for Samsung	Previous experience with Sony	Previous experience with Samsung
1	Harsha	05-10	27	7	8	Y	N
2	Navaneeth	05-10	28	7	5	N	N
3	Mohan	10-20	34	10	9	Y	Y
4	Ganesh	10-20	31	8	6	Y	Y
5	Pranjal	10-20	35	8	7	Y	Y
6	Santhosh	40-50	38	9	6	Y	Y
7	Nagraj	5-10	62	7	8	Y	Y
8	Balaji	10-20	31	9	7	Y	Y
9	Anjali	10-20	33	8	5	Y	N
10	Alpana	10-20	32	9	5	Y	N
11	Manajit	10-20	34	8	7	Y	N

### **Psychographics:**

Although rigorous psychographic testing using inventories was not in the scope of the project, an attempt was made to interview people who are in the target segment of the respective products. An attempt was also made to bring in people who may be slightly off the target segment in order to introduce variety and bring in a holistic perception of the brand in question.

The respondents included people who were achievers and innovators, who clearly believed that they were successful in life and wanted to consume the best products and services and had the resources to do so. There were also some in the group who were strivers and makers. Strivers were those who had an orientation towards achievement, who considered themselves to be on path towards success, yet may not have had the resources at their disposal. Makers were those who valued self expression and enjoying the benefits of new technology while trying to stay value-conscious.

### ***BCM Results and analysis***

As noted in “Characteristics of memory associations: A consumer based brand equity perspective” (H.S.Krishnan), as the number of brand associations increases, the memory structure for that brand becomes richer but also more complex. A large number of associations may lead to lowered memory for the brand due to interference with these associations (Meyer-Levy,1989). As seen in the associations generated as a part of the BCM exercise, Samsung had a higher number of associations. The next thing we notice is that there are eight shared associations between Sony and Samsung. As the number of shared associations’ increases, the brand increasingly becomes associated with standard product features. Hence unique associations are important to enable the brand to stand out from the product category.



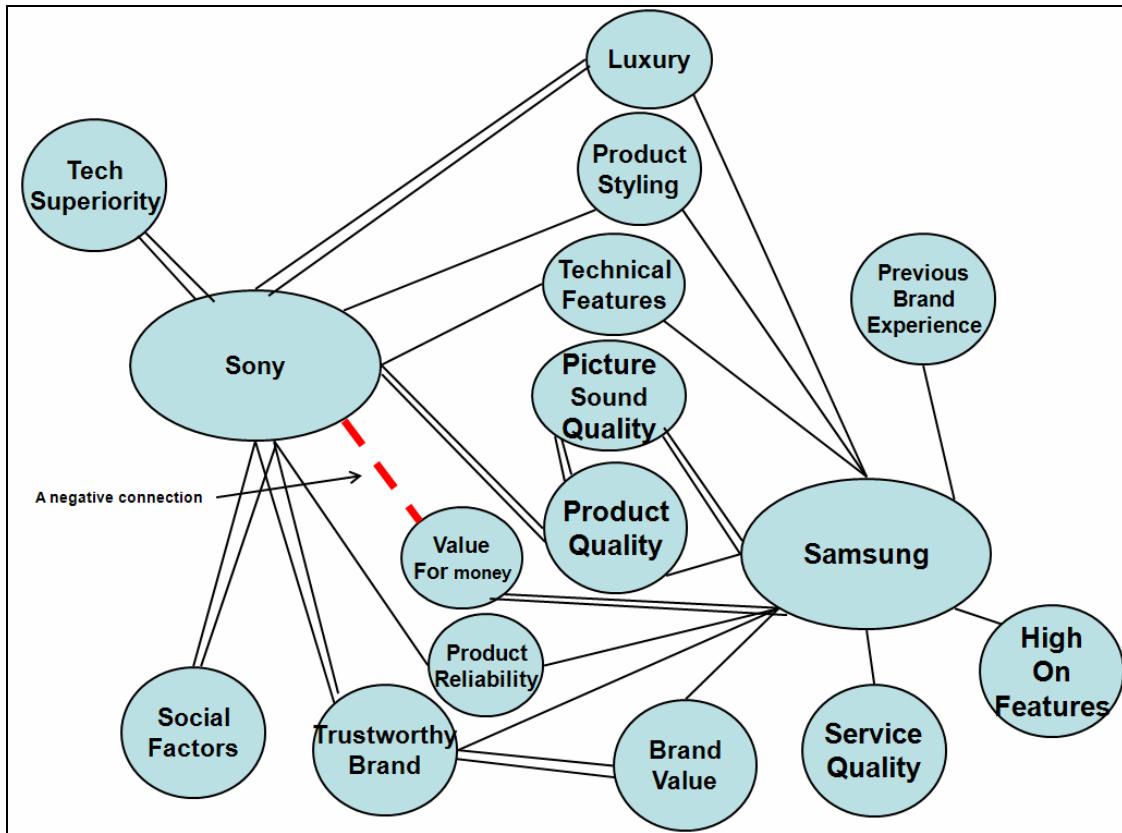


Image 10: Comparative Map of Sony and Samsung's Memory Associations

As the comparative map of Sony and Samsung suggests, Samsung has a large number of shared constructs with Sony. Sony enjoys a few constructs that are unique and particularly strong. These include: socially superior brand, trustworthy brand and technical superiority. Samsung has a few unique associations such as being high on features, superior service quality and favorable past experience with the brand. However, none of these associations seem very strong.

One more important distinction we notice is that value for money. Samsung is perceived to be very high on value, and Sony is perceived in particularly negative light w.r.t., this aspect.

Some strategic implication for Samsung that follow from this are:

1. Reduce the number of unique associations and strengthen the ones that you retain. In particular, the group feels that previous brand experiences and High on features could be emphasized.

2. Use the perception of superior value for money in all the marketing mix elements decision Samsung makes as well as in the communication.

### **Brand Associations: Positioning decision**

In the analysis mentioned above during a comparative study between Sony and Samsung the two most competitive dimensions that come out are

1. Value for money
2. High on Features

For the competitive dimensions of SAMSUNG the positioning map is presented as below; Samsung is currently seen as High on value for money and moderate on features on this competitive dimension Samsung can move further to the right as indicated by the arrow to its new position strategy versus its current position.

The competitor Sony is placed low on both features and is not a value for money product but more of a luxury product which is consistent with its positioning strategy.

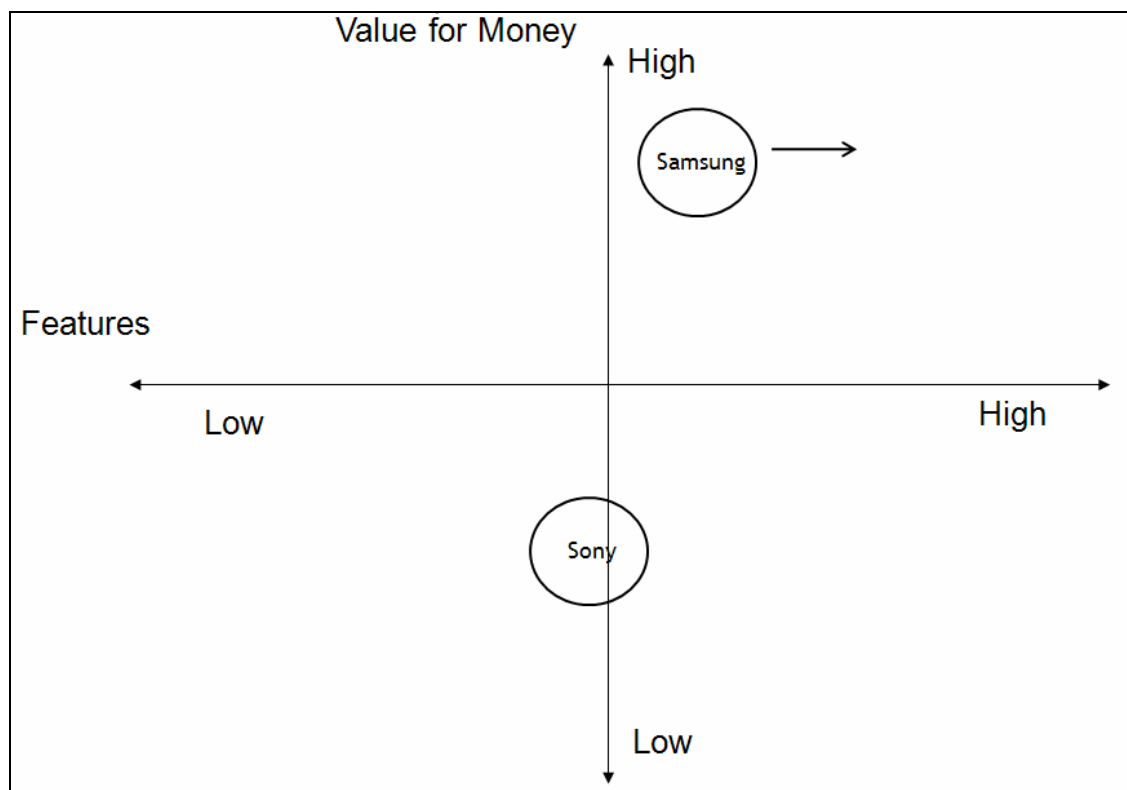


Image 11: Positioning Map for Competitive Dimensions for **Samsung**

The **Samsung** brand has a couple of associations which can be strengthened further for example high on features or even service quality (as obtained from the comparative map image 10)

There are other associations which could be strengthened like “trustworthy brand” which would benefit Samsung; another observation is “country of origin ” association does not help Samsung too much as Samsung is a Korean origin product and Sony is a Japanese origin product; traditionally Japan is seen as a source country where high quality electronic items are produced which is not so for Korea which is more seen as a electronic component manufacturer.

## **ZMET**

### **Overview**

Zaltman Metaphor Elicitation Technique uses visual and non-visual images gathered and/or generated by consumers to elicit and probe the metaphors that represent consumers’ thoughts. It attempts to correct the following marketing fallacies -

- *Consumers think in well-reasoned, linear ways as they evaluate products.*
- *Consumers can plausibly explain their thinking and behavior.*
- *Consumers’ minds, brains, bodies, and surrounding culture can be studied independently of one another.*
- *Consumers’ memories accurately reflect their experience.*
- *Consumers think primarily in words.*
- *Consumers can receive "injections" of company messages — and interpret them correctly.*

As a result, the following may occur which may in turn destroy product

Launches –

1. Mistaking descriptive information for real insight.
2. Confusing consumer data with understanding.
3. Focusing on the wrong elements of the consumer experience.

[From How Customers Think - Essential Insights into the Mind of the Market by Gerald Zaltman]

The ZMET method explores the unconscious mind of the customer by taking into account **that images are and important and intergral part of analysis**. Images provide a clear idea of what consumers really think and feel. An image represents a thought or feeling consumers and are referred to as metaphors. A metaphor is the representation of one thing (a thought, feeling, action) in terms of another thing (a picture of someone happy, a colour etc).

### **Potential insights from ZMET**

The ZMET method uses a series of research methods to tap into consumers' visual and other sensory images for brands. These insights would be far deeper and more clear than the insights of verbal discussions alone which was used in BCM for this study.

While BCM did help identify the core associations, we note that in the case of Samsung, a large majority have a valence of 1. It is therefore unclear as to which core associations to focus on. We anticipate that in this study, ZMET would have helped us assign association strengths (valence) more effectively.

### **Potential usage of ZMET for brand equity**

Marketing strategies based on brand associations ascertained from verbal interviews alone might be misguided. ZMET can potentially help define the promotion and product amongst the marketing mix elements.

Since ZMET takes into account mental images associated with a brand, it can be used to understand personal cognitive responses to any brand- related information better. Furthermore, it can help to analyze and predict potential personal affective responses to any brand- related information. Both of these would help frame the promotion strategy to either change the mental representation of the brand and the kinds of information that can appear in consumer memory or reinforced existing brand associations in the minds of the customers.

Additionally, it helps understand personal value and meaning that consumers attach to the brand's product attributes (e.g., functional, symbolic, or experiential consequences from the brand's purchase or consumption). This would help define the product attributes most desired by the target segment.

### ***Strategy for Building Brand Equity***

The table below shows the brand elements choice criteria model which was used to identify which of the brand associations from the BCM study should be leveraged, preserved, de-emphasised. The



## Recommendation

Based on the analysis using the shared association map, positioning based on competitive dimensions and comparative analysis with ZMET we recommend the following.

1. Reduce the number of associations for Samsung as the brand
  - a. Luxury (affects Samsung negatively as this is a strong Sony association)
  - b. Country of Origin (do not emphasize)
2. Increase the strength of the existing associations
  - a. Value for Money
  - b. High on features
3. Use the values obtained from laddering to identify and target appropriate psychographics segments. We feel that these segments are “**Strivers**” and “**Makers**” based on the values for Samsung’s association.
4. Use ZMET in conjunction with BCM to ascertain new constructs and the strengths of associations more accurately; additionally, ZMET can be used to analyze and predict cognitive and affective responses to brand information conveyed by the ads, thereby leading to a better product and positioning strategy.