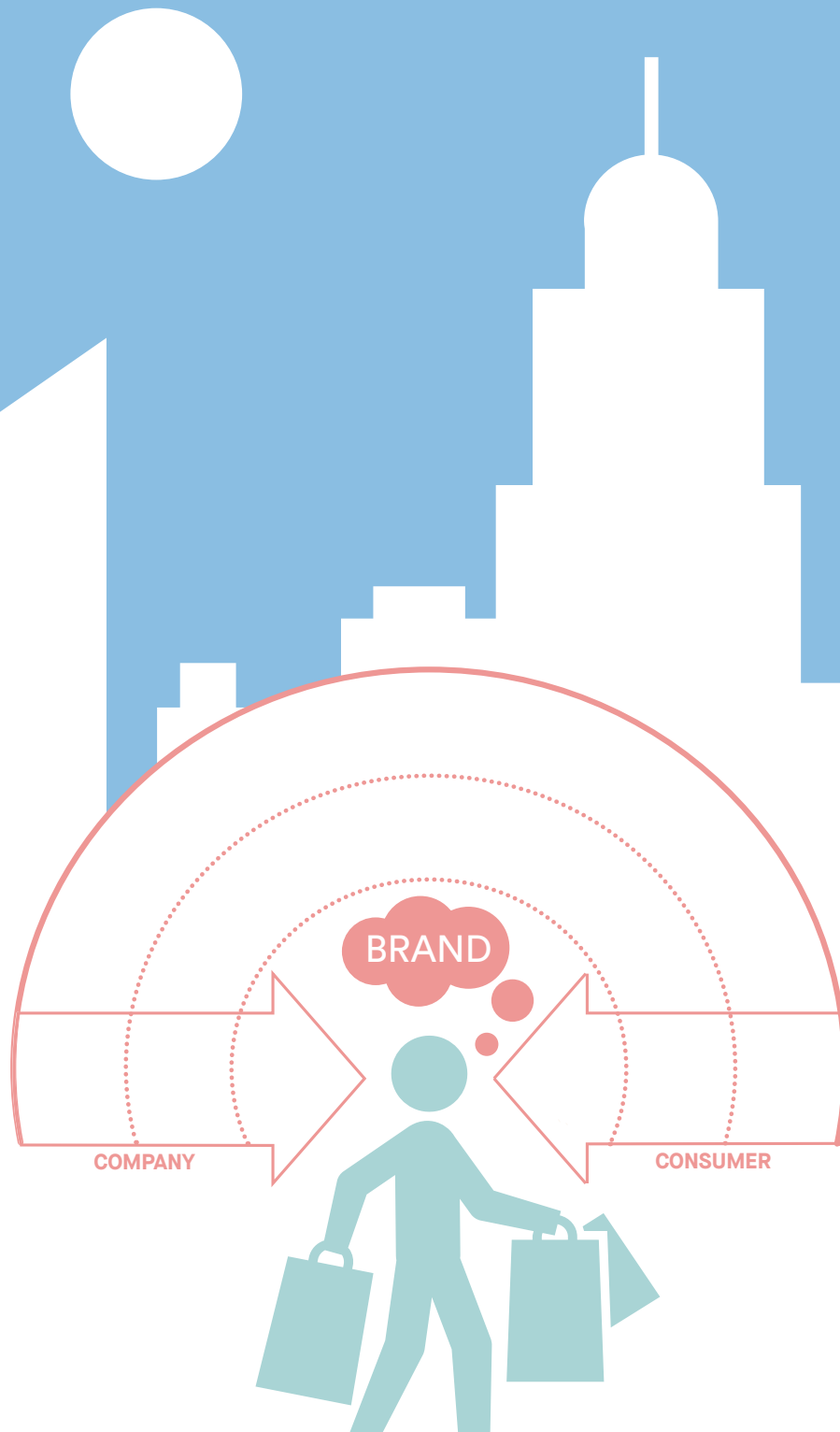


WHAT MAKES BRANDS MEANINGFUL?



Master Graduation Project
Robert Buesink
28 July 2018

What makes brands meaningful?

A BRAND PERCEPTION BLUEPRINT AND ROADMAP FOR WONDER INC. TO CREATE EXTRAORDINARY BRANDS

Graduation Report

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Preface

During my Bachelor's in Industrial Design the complete scope of a product/service development process was addressed, ranging from the fuzzy front end to market implementation. At the end of my bachelor, I realized the importance of strategy. First of all, if a consumer is not aware of the perfect solution you provide them, it won't sell. Secondly, if the business model on which the company is built has no sustainable advantage, the company will fail. Therefore my decision to study Strategic Product Design was easily made.

During my masters, I executed a wide range of different projects, all in relation to strategy, however on different levels or at different stages of the product development process. During my masters, there was a certain topic that always grasped my interest, branding. Therefore nearing the end of my master I wanted to take the opportunity of an Internship to broaden my knowledge in branding. Furthermore, I wanted to gain experience on working and living abroad. This led me to an Internship at Wonder Inc. a strategic design and innovation agency with a strong focus on branding.

During my Internship, a certain model was often used to explain the essence of branding and how a brand is actually a perception that lives in the mind of the consumer. The connection between strategy, branding and human psychology greatly inspired me and motivated me to continue at Wonder Inc. Furthermore combining these different topics through design would bring interesting and new perspectives to the field of branding.

To develop a model that would encompass the complete scope of brand perception an iterative and research-based approach was taken. It combines literature research, qualitative research and quantitative research. All these findings were synthesised in the creation of the Brand Perception Blueprint. By combining strategy, branding and psychology through design, this was the perfect project to graduate from my master Strategic Product Design.

When I look back on the project I think of a very well organized and smooth project. However also very intense, but mostly I learned a lot. Lastly, I am proud of the result in which I translated something as intangible as brand perception into an actionable tool and I am confident that it will be of great value to Wonder Inc. in the future.

Acknowledgement

First of all, I would like to thank my TU Delft supervisory team and company mentors for all committing and ensuring a fruitful outcome of this graduation project.

Thank you, Maria (Chair, TU Delft supervisory team), for steering me in the right direction and helping me build confidence to rely on my own decisions and conclusions. Furthermore, your strong expertise in the field of research, availability to provide feedback, and strong enthusiasm really brought this project to the next level.

Thank you Milene (Mentor, TU Delft supervisory team), for always providing detailed feedback with a fresh perspective. Your strong push to integrate more design thinking and visualisation into the report helped me make it what it is now. This really helped me to iterate and improve the models and visualisations by taking different perspectives to make it understandable for all readers.

Thank you, Tobias (Mentor, Wonder Inc.), for having faith in me and committing to invest time and resources into the execution of my thesis. Your deep understanding of strategy and branding were the foundation and starting point of this project and created a strong 'sparring' partner to bring the work to the next level. Lastly, thanks for giving me the opportunity to come and work at Wonder Inc. Helsinki, I have learned a lot in the last 10 months and really enjoyed my time in Helsinki.

Thank you, Alyssa (Mentor, Wonder Inc.), for always challenging me to create the best possible results. Your expertise and experience in the field of Design really brought my work to the next level. Constantly challenging my assumptions and conclusions and asking to 'prototype' different possible solutions helped to create the final outcome. Furthermore, your tips on project management and keeping all parties involved and happy, greatly helped me to keep the course of my project on target. I would like to thank you, for everything that you have thought me during my Internship and graduation in the field of research, design and strategy. Your strong expertise but at the same time open attitude, for new approaches and solutions, is what made our collaboration, in my opinion, super valuable.

I would also like to thank the Wonder and Kokoro & Moi team for the nice talks, fun after-works and fruitful collaborations.

Lastly, everybody outside of Wonder and Kokoro & Moi that supported me and helped me to execute my research, many thanks! In particular, Riia, who was there for me the whole way, supported me during my struggles and cheered for me during successes, thank you!

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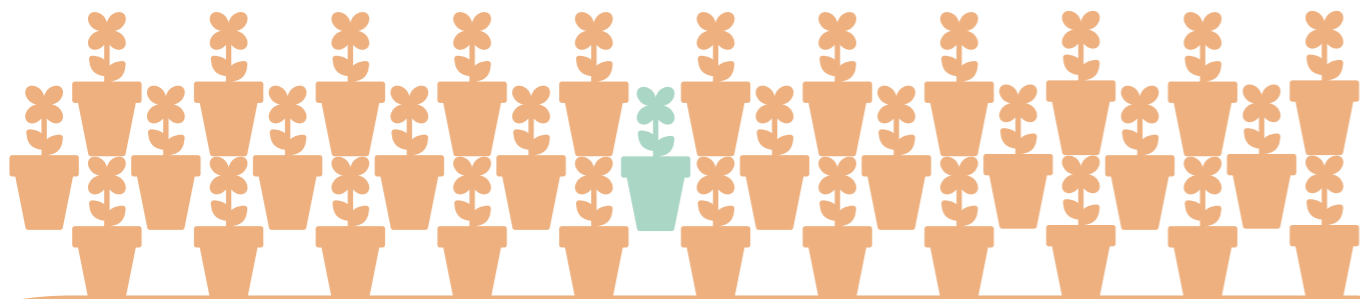
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Introduction

In today's world, it is becoming more and more difficult to stand out as a company. Nearly all markets are saturated and therefore it becomes difficult to differentiate as a company. In an economic sense, there are three ways to achieve higher revenue, you either need to sell to more people, at a higher price or more frequently to the same customers. In the past, for instance, during the industrial revolution, it was easier to stand out or differentiate. One could simply optimize the production, enter new markets or increase their marketing efforts.

Nowadays, it is not impossible to differentiate in one of these ways, however, due to the saturation of the market obtaining one of these advantages has become increasingly difficult and could require a high amount of investment which can be impossible for smaller firms to obtain. Therefore, new ways to differentiate and stand out to increase revenue and earnings are constantly searched for. One way how companies can stand out is by creating a strong brand around their business.



Executive Summary

Assignment

This report comprises a strategical design graduation assignment, drafted for the Strategic Product Design master at the Delft University of Technology. The project is commissioned by Wonder Inc, based in Helsinki, Finland. Wonder inc. is a strategic design and innovation company which was founded in 2008. Over the years Wonder Inc. (previously known as Wonder Agency) has moved from being a design agency to a strategic consultancy firm. Wonder Inc. recently repositioned itself as being in the future-creation business, redefining, differentiating and transforming brands and business. They partner with clients to collaborate, explore and experiment - to envision new opportunities, design new strategies, business models, offerings, and experiences. And they help organizations integrate new solutions into their processes and culture. The team consists of an international mix of trend analysts, researcher, strategists and multi-disciplinary designers.

Wonder Inc. has created a model which they believe encompasses the brand perception customers have towards brands. According to Wonder Inc., the perception of a brand lives in the mind of the customer (see image 1). They believe there are multiple levels on which customers interact with brands, ranging from simple functional aspects to fulfil basic functional needs, to higher levels in which a company provides meaning due to an alignment

between the values, beliefs, and attitude of the customer and those of a brand. Lastly, Wonder Inc. believes that brands that operate on all three levels of their model, and so provide value to the consumer on each level are extraordinary brands. They defined an extraordinary brand as: "A brand that is perceived by a consumer to be the only choice when it comes to achieving a certain aim or goal."

This model was the start of the thesis, besides image 1a there was no additional supporting literature or documents, only the verbal explanation of the model by the Client.

Wonder Inc. has built this model based on their experience and learnings over the years. However, they do not have hard scientific data, or supportive literature that explains their model, and would like to test and improve the model and see whether their understanding is correct. They would like to validate and create a complete understanding of how brands are perceived by customers and whether their understanding comprises the complete brand perception. More specifically, in order to complete the model, Wonder Inc. would like to understand how they can evaluate and assess companies' performance. As described in the introduction, businesses are in constant search for ways in which they can differentiate from competitors. By acquiring this knowledge and tool, Wonder Inc. themselves can differentiate from competitors.

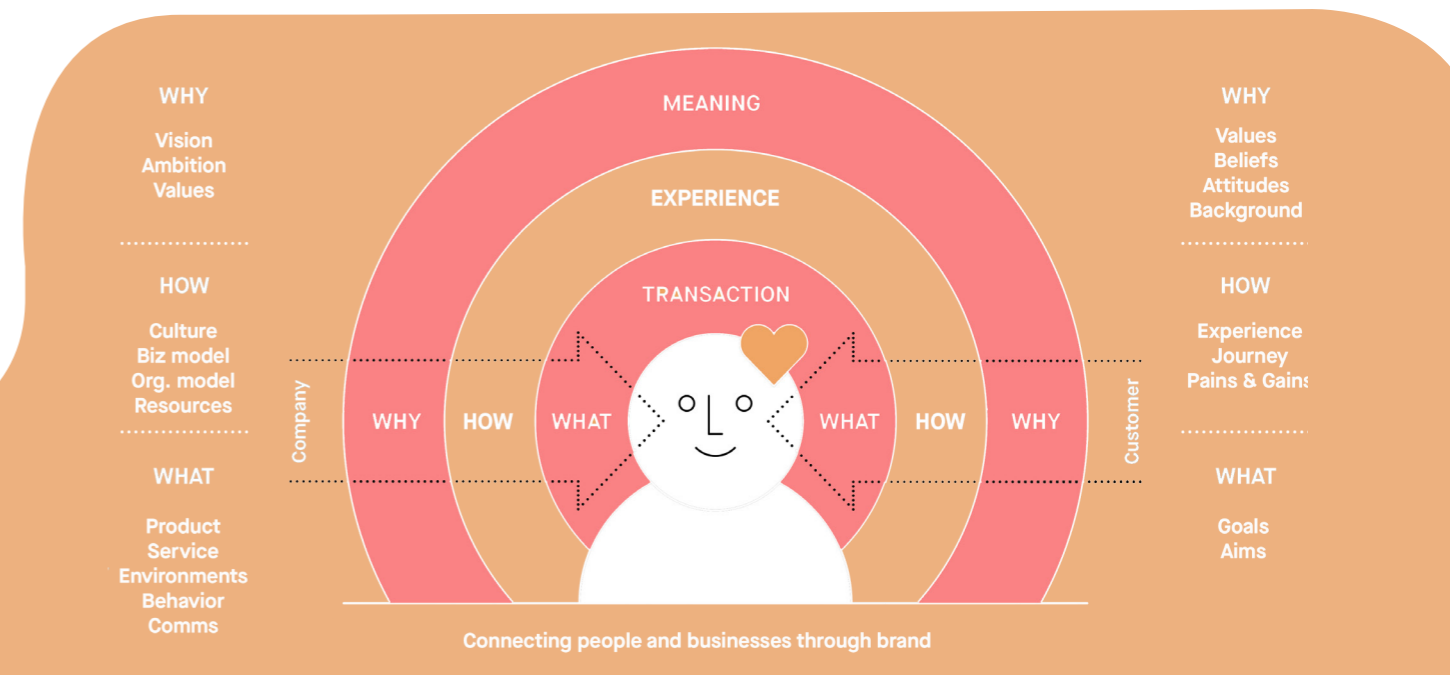


Image 1a: Starting point of the thesis, Wonder Inc.'s model of brand perception.

Project Goal

The aim of this project was to deep dive into the customer's side of the model and to understand how consumers perceive brands, how this could be measured and how extraordinary brands are perceived to perform on each identified level (Functional, Experience and Meaning level).

Approach

In order to achieve the project goal an approach consisting of three different research methods was chosen. First, a deep-dive in current literature was executed in order to obtain, synthesize and create a more elaborate model. Secondly, based on this understanding a qualitative research was executed in which 1-on-1 interviews were executed to really understand why consumers value certain brands more than others. In total 14 participants were interviewed in a semi-structured way, while using the ladder technique, to really find the underlying reasons and motivators of the consumers. The goal of the qualitative research was to find out what it is that extraordinary brands do in order to become the only choice when it comes to a specific aim or goal. Moreover, it was to test and validate whether the constructed model, based on the literature, encompassed the complete perception of consumers. The final phase was the execution of a quantitative research. This was done in the form of an online questionnaire, 201 valid responses were collected from the US market. During this final research phase, it was time to measure how well extraordinary brands perform on all levels, what the relation and interaction between each level are and how the different levels affect the behaviour of the consumer.

Model

Image 1b shows the resulting complete model after executing the different research phases. The consumer's side of the model consists of three different parts, the WHAT, the HOW, and the WHY (view image 1c). There are certain aims or goals the consumer wishes to achieve; 'the WHAT'. There is a certain way in which the consumer wishes to obtain those aims and goals; 'The HOW'. And lastly, there are certain reasons why the consumer wishes to obtain those different aims and goals.

Brands that operate on the functional level, merely understand a portion of WHAT consumers seek to achieve. Brands that operate on the Experience level, not only understand to a certain degree WHAT consumers seek to achieve, but they also understand HOW they wish to achieve that aim or goal. Lastly, brands that operate on the meaning level completely understand WHY consumers seek to achieve those aims or goals, because of this they can also provide the best experience and they know to the fullest extent all aims and goals the consumers wish to achieve.

For each aim or goal, the consumer has specific needs. A brand can provide value by fulfilling these needs. Almqvist et al. (2016) Identified 30 different elements in which companies can provide value to the consumer. These different aims and goals can be divided according to the different jobs that need to be done. These jobs range from a functional job to an emotional job, societal job and self-actualisation job. These different jobs were inspired by Clayton Christensen's work on 'Jobs to be done' (2007). The performance of companies on these different elements of value, for each specific job, can be used to measure the WHAT.

Consumers have multiple experiences with brands. There are different phases in which these experiences occur. First of all, when they search for products and goods, when they purchase and receive service and lastly when they consume the products. During each phase, there are different jobs that need to be done. Each different phase and job has an experience, each experience has certain things that go well (gains) and things that do not go well (pains). Each of these pains and gains result in certain emotions, these emotions can be measured to understand the performance of companies in the HOW.

Lastly, brands can provide value in the WHY. The research identified 8 different areas in which brands can provide value in the WHY and thus become meaningful for the consumer. The value brands provide in these different areas is how their performance can be measured on the WHY.

Extraordinary brands

The quantitative research showed that Extraordinary brands indeed provide value on all three levels. When it comes to the functional level, extraordinary brands perform 87,3 out of 100. When it comes to the experience level extraordinary brands perform 9,2 out of 10. Lastly, extraordinary brands scored 7,7 out of 10 on the meaning level. Furthermore, the research showed that each of the identified levels (Functional, Experience and Meaning level) positively influence the others. Therefore, none of the levels can be ignored and all are important. This supports the importance and value of Wonder Inc.'s model. Lastly, the research showed that each level directly or indirectly influences the behaviour of the consumer. All the findings of the Quantitative research have been synthe-

sized and visualized in a Brand Perception Blueprint. This Brand Perception Blueprint can be found on page 96-97. The Brand Perception Blueprint shows the 5 most important functional value consumers seek from extraordinary brands and how well extraordinary brands perform on these 5 values. Furthermore, it shows which 5 emotions are most commonly experienced by consumers in relation to extraordinary brands and how strong these evoked emotions are experienced and how positive the resulting overall brand experience is. The meaning level shows how well extraordinary brands perform in the 8 different areas of meaning. Lastly, the Brand Perception Blueprint shows how each level interacts with each other and how the levels affect the three variables used to measure the behaviour of the consumer.

The road to become extraordinary

The final chapter of this thesis presents a roadmap which Wonder Inc. could use in-order to integrate these new tools into their service offering. It divides the whole process into the following 5 steps:

- 1. Client on-boarding:** Creating a mutual understanding, between Wonder and the client, of the process of becoming an extraordinary brand.
- 2. Understanding the Consumer:** Executing the qualitative research to really understand the consumer of the client.
- 3. Brand perception Blueprint:** Executing quantitative research among the consumers of the client, and synthesise into Brand Perception Blueprint.
- 4. Brand Strategy:** Validation or creation of Brand Strategy for the client
- 5. Brand Execution:** Execution of different aspects in order to improve the brand perception of the client.

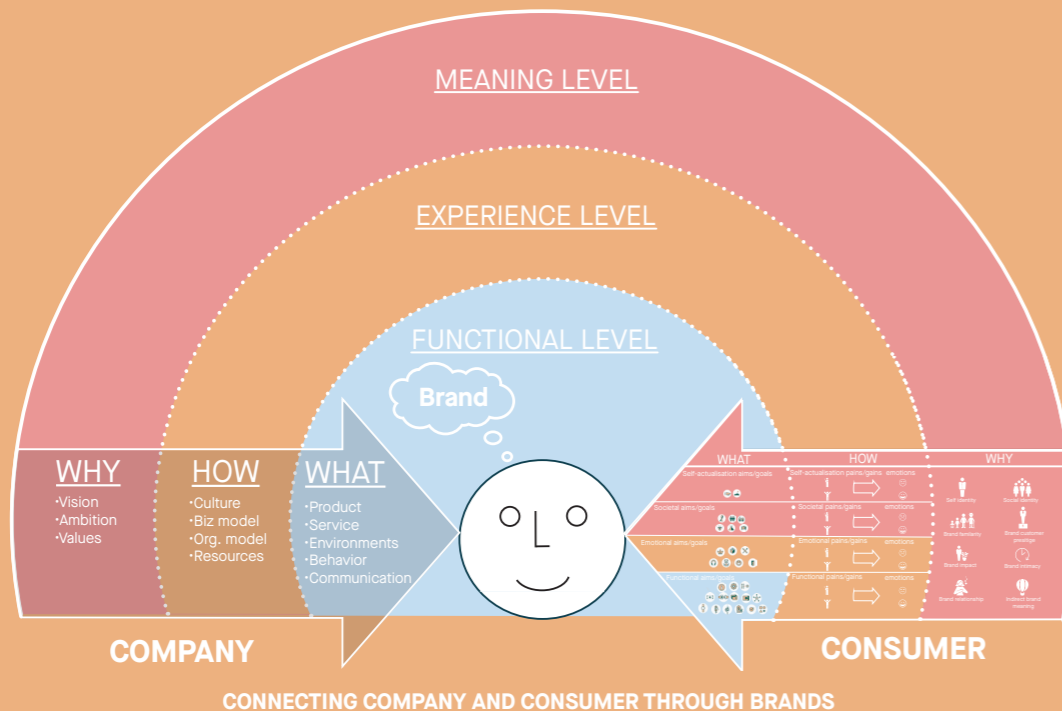


Image 1b: Resulting model after execution of all the different research phases

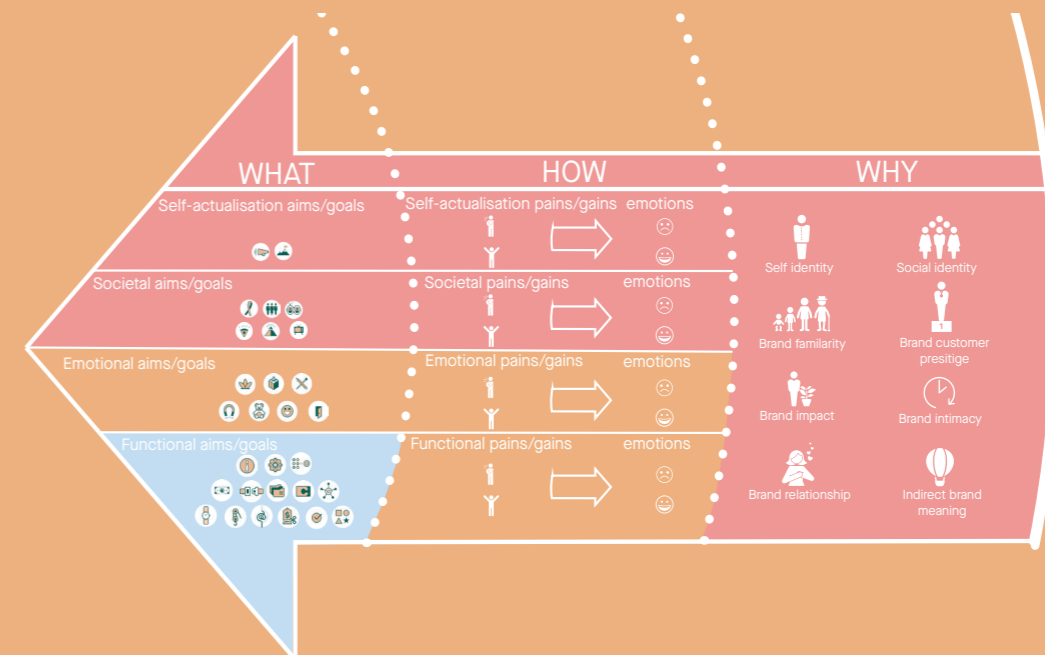


Image 1b: Consumers side of the model, zoomed in

THEORETICAL FRAMEWORK

The first Part of this report explores the theory that is currently available on the topic of branding and brand perception. It will first provide a summary of the transformations brands have gone through over the years to become what they are today. Then based on the current model of Wonder Inc. and their explanation, a deep-dive and synthesis on current literature is presented to elaborate and define the model and to find ways in how each level can be measured. The resulting more elaborate model can be found on page 50-51.

A brief history of brands

Before diving into the brand perception model of Wonder Inc., and what they believe are the different levels on which customer's interact with brands, we first take a step back and look at how Brands have developed over time to become what they are today.

The first forms of a 'brand' dates back to the branding of livestock. The practice of livestock branding is speculated to be as old as 2700 BC when the Egyptians burned their cattle with a hot branding iron to be able to identify them (Wheeler, 1946). Over time, traders realized that the brand provided information on the origins as well as the ownership and could be used as a guide for quality. Branding was then adapted for use on other types of goods such as pottery and ceramics (Starcevic, 2015).

Branding as a term came from the Old Norsk word 'brandr', which meant; to burn (Online Etymology Dictionary, 2018). Same as with the Egyptians, In its early days it was used to burn one's cattle to claim ownership. As trade flourished over time it became a tool to see which livestock belonged to whom. Furthermore, the brand of Farmer's with a good reputation was more sought for in comparison with those who did not have a good reputation. The functionality of brands being a guide to choose was established, a role that has never changed and which it still remains unchanged to this day (Clifton, 2009). Same as during the time of the Egyptians, for consumers this was the first step in being able to differentiate between seemingly identical products and probably came as a result of this need to understand the difference between the products.

However, the strong transition from "this is my property, so leave it." to "this is made by me, so buy it" started to evolve in the 1800's (Design Today, 2012). During the

1800 large quantities of porcelain, furniture and tapestries were manufactured in France and Belgium, largely due to royal patronage, factories increasingly used brands to indicate quality and origin. At the same time, laws on how gold and silver objects were marked were more strongly enforced giving the purchasers more confidence in the product (Clifton 2009).

However, the importance and the scale on which brands were used and communicated greatly increased during the 19th and 20th century. This was due to improved ways of manufacturing and new ways of communication that developed during the industrial revolution (Design Today, 2012). This opened up the western world and allowed mass-marketing of consumer goods (Clifton, 2009). Many of today's biggest brands also originated from this time, such as Coca-Cola, Quaker oats, Kodak film, and Heinz. During the same time, early trademark legislation was introduced. Making it possible for owners to protect their brands by law (Mercer, 2010). One could argue that this greatly increased the importance of brands due to the fact it was now harder to simply 'copy' other brands and so building a strong brand gained attractiveness. Due to the industrial revolution, prices of goods dropped, making it affordable for a bigger group and so increasing the consumption among the population. This increased production and consumption made it even more important to differentiate and establish the name of the company, therefore the new laws concerning branding made it an even more important and logical strategy for companies.

Towards the end of the 19th century, there was a massive shift in attitudes to products and purchasing of things. This was a result of the invention of a collection of new technologies (Design Today, 2012). Some examples were the invention of mail order catalogues, the advancement of railroads and the expansion of the postal service. These new technologies gave people the ability to access and purchase things which were before out of their reach. Speed, acceleration, innovation, interchangeable parts, uniformity, and economies of scale already were valued in the United States before Henry Ford was born. However, his assembly line and the innovation that followed in all industries made consumption affordable for the masses (Nye, 2013). By the 1920's, especially in the west, society evolved from a culture of need to a culture of desire (Design Today, 2012). As Laura and Dan Cloer (2013) state it in their article, 'Manufacturing consumer behaviour';

"The cardinal features of this culture were acquisition and consumption as the means of achieving happiness; the cult of the new; the democratization of desire; and monetary value as the predominant measure of all value in society."

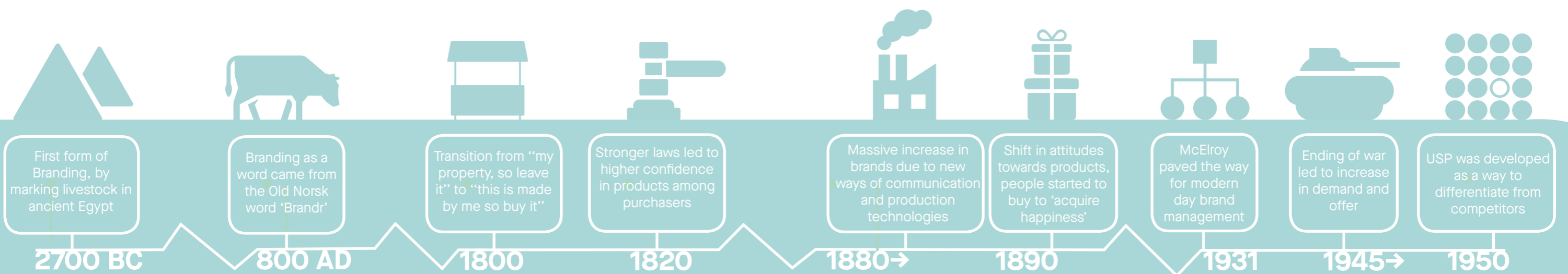
In short, Laura and Dan Cloer pointed out that there was a shift in culture among consumers, from buying products for the fulfilment of fundamental needs, it grew to buy to acquire happiness. This shift was a result of the lowered prices and increased accessibility. Consumers became more aware and able to purchase a wide range of products. Due to the lower prices, most fundamental needs, such as food and shelter, were fulfilled, enabling consumers to purchase more luxurious products aimed at providing certain forms of happiness.

In 1931 Neil McElroy from P&G sent out a now-famous memo. He explained why P&G should have a brand team for each product, essentially paving the way for modern brand management (Keohane, 2014). In his memo, McElroy explains the wide variety of task a brand team should handle and that those tasks would help inform many decisions made, not only in relation to branding but also in other facets of the business. Interesting to see is that

what he described in his memo as being the task of brand managers, still stand to this day (Drew, 2010).

During the war, most men were sent out to fight, whereas the women operated the factories. Resources were scarce and so consumers were focussing on fulfilling their fundamental needs such as food and shelter. After the second world war, many factories changed from producing weapons and machinery, for the war, to the production of consumer goods (Cohen, 2004). Furthermore, the men came back and started to work and support the family again, resulting in higher purchasing power among families. This post-war period was also called the 'post-war economic boom' and the 'Golden age of capitalism', due to a period of strong economic growth which followed the second world war (Marglin& Schor, 1990). Consumers again shifted from focussing on fulfilling fundamental needs to acquiring products for happiness. This increase in consumer's good production and high demand lead to a market which was flooded with new products and in which it was hard to stand out (Design Today, 2012).

In order for a brand to stand out and differentiate themselves from competitors, a new marketing concept was developed, called Unique Selling Proposition (USP). In essence, the USP of a brand would state a unique proposition to convince consumers to switch brands. A good example of such a USP campaign was IBM's 'THINK' campaign. The idea behind their USP was that it stood for everything the company was about, the way it worked and what it produced. Remarkably this differentiator of IBM became so powerful that other companies, that wanted to associate themselves with technology, started to incorporate THINK in their own USP (Design Today, 2012). Some examples are VW's; "THINKing small" and Apple's; "THINK different" (Clifton, 2009). The interesting point here is that brands aimed to be more than just a producer or deliverer of goods and services, the brands wanted to enter the minds and spirits of consumer and establish themselves as unique, achieving this would transform the brand in something much more than just a brand. Furthermore, the usage of a successful USP helped consumers understand the differences between



brands in the same category and also enabled them to build positive attitudes towards the brand (Reilly and Parkinson, 1985).

The use of characters in design and branding has been used for a very long time, however, in the 50's there was an interesting development. No longer were characters just used as decorative illustrations on the package, they became the face of a brand with their own story and mythology, an example is Marlboro (Design Today, 2012). Marlboro was first focussed on women and had a hard time selling their cigarettes. But then, they completely changed the brand and made Clarence Hailey Long the face of the company, repackaging the cigarettes, aiming them this time at man, and so the Marlboro man was born (Shirk, 2015). Young aspiring men could now buy themselves into this super manly alpha status by simply acquiring some Marlboro cigarettes. Within a year of introducing the Marlboro brand, the market share went from only 1% to be the fourth best-selling brand in America (Shirk, 2015). This need for identification and building a certain status among consumers may have come forth out if the economic growth, growing middle class and growing population. Consumers wanted to show, among the big group of people that surrounded them, who they were. Brands became a tool to achieve this.

The 50's also gave rise to consumer branding. Brands like Tide, Kraft, and Lipton benchmarked for consumer branding. These brands started almost 50 years of consumer branding in which success was measured in understanding the consumer better than your competitors and getting the "brand mix" right. This meant that not only the logo, price, and product needed to be right but also the promotions and advertising, all of which was guided by a distinct positioning statement (Arons, 2011). A big difference between the original USP and these more 'branded' propositions was the clear understanding and addition of an emotional value, on top of the traditional functional value (Arons, 2011). One could say that within branding the movement from being product focused moved to a more consumer-centric approach. This was an interesting de-

velopment which till this day is still being preached (Seth et al., 2011), however, only a few companies have a real consumer-centric approach (Suther, 2012).

In the 60's Semiotics and wordplay started to become more apparent and were used for branding, advertising and even the naming of products (Design today, 2012). The interesting aspect here is that brands started to use semiotics to insinuate certain origins or by aiming at certain stereotypes. This tactic actually leveraged the fundamentals on which branding originally was constructed, as a tool for identification and tracking its origin and quality. A good example is Häagen-Dazs. During the 60's Denmark had a strong reputation for dairy products (Siu, 2013). Using this status and playing with the public's perception of the Danish alphabet and words, Mr and Ms Mattus who were from a Polish background, and where immigrants living in Brooklyn, created Häagen-Dazs (Nonko, 2017). The name implying that the brand came from Denmark, even though it was actually a made-up word (Hevesi, 2006). The brand did very well and by 1973 it shipped around the country (Nonko, 2017). A funny fact is that in a study in which customers in German supermarkets were informed of the real origin of Häagen-Dazs their willingness to buy dropped by 68 percent (Aichner et al. 2017).

By the mid-1960's we enter an era in which, as stated by Kevin Keohane(2014, pp.8):

"major brands want to become more than just a product, they wanted to become the symbol of a counter-culture or harbor an idealistic status symbol. Selling the myth of the culture with a brand had become fundamental".

Some examples were Harley Davison, Adidas, and Mercedes. Taking Adidas as an example, the brand wanted to become the face of a new youth moment. They did this successfully during the early days of hip-hop, by targeting the major players and paying them to wear Adidas's sportswear (Pratt, 2014). Due to the fact that these brands became the face, This strategy moved brands into a position that they played a bigger role in the life of con-

sumers. They became a symbol and showed others what the users believed in and stand for. This change among brands could have been a result of all the protests and reforms that went on during the 60's, for instance, protests against the Vietnam war, civil rights for Afro Americans and equal treatment of Women. During this time, society's hero was the person who helped others (Manythings.org, n.d.). Brands tried, and some succeeded, to become the icon of these movements.

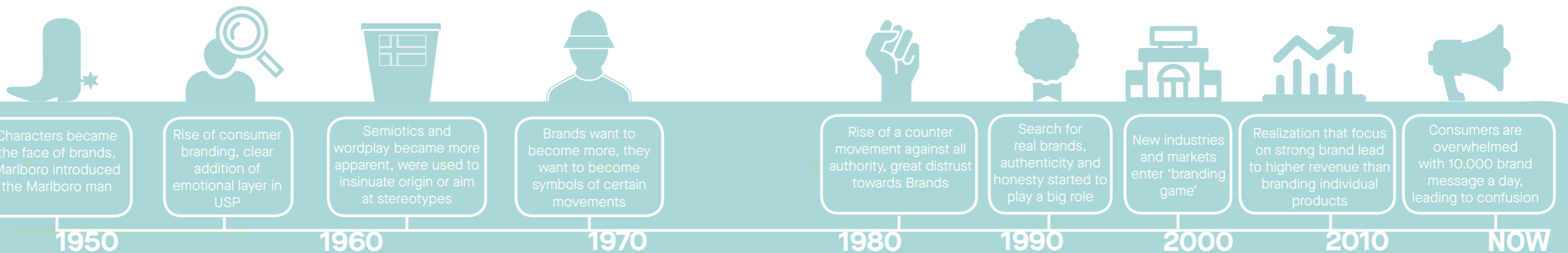
During the recession of the 80's a new counter-movement was born. This movement was against any form of authority or aspiration and distrusted brands (Keohane, 2014). Society started to distrust brands, and the languages they used in advertising since they were perceived as misleading. This could be a direct result of the depression, which in the USA many believed big corporations and the government were responsible for. This was also the time that consumers, after fighting for social issues during the 60's and 70's, became more focused on their own well being. This shift in culture is also visible in the music and literature (Manythings.org, n.d.). Many brands were targeted, such as Calvin Klein, Nike's and Macdonalds. Macdonalds, for instance, moved from being a family brand to being seen as unhealthy damaging fast food restaurant (Design Today, 2012). This movement was however quite short-lived, due to the fact that the movement itself became a branding tool. For instance; The book 'No-Logo: Taking aim at the brand bullies', became a bestseller and the movie Repo man, marketed itself as a film that contained no advertising or branding (Design Today, 2012).

In the early 1990's things started to change, many products had been commoditized and high product quality had become more or less a standard. The search for quality was followed by a push for real brands (Swan, 2011). Authenticity and honesty started to play a big role (Keohane, 2014). This movement towards authentic brands still stands today, As Frontify(2017) recently stated: *"consumer trust has plummeted across all industries, honesty and authenticity have emerged as the attributes that*

matter most"(Frontify, 2018). A recent study showed that 87% of consumers today felt that it was important that brands to "act with integrity at all times"(Cohn & Wolfe, 2014).

During the 2000s new industries and markets started to enter the branding game. One of the first were UK based retailers. An example provided by Swan (2011): *"Big retailers started to realize that by playing the brand game and selling more, higher quality, but particularly better-branded products, they could dramatically improve their margin mix, but that they could raise the profile and reputation of their brand as a whole."* What makes this interesting, is that companies, who are resellers started to focus on branding as well. These retailers started to introduce "own" label food, think for instance Tesco and Sainsbury. These 'own' brands called for 50% of the market share in the UK, in some key core and household product categories (Bold, 2014). This development of new markets or industries entering the branding market has not been limited to fast consumer goods and retailers but has led to a wave of 'new' brands (Swan, 2011).

The information age has led to an explosion of brands, its offering being overwhelming and confusing to consumers (Keohane, 2014). Globalization, social media, and the internet, in general, have made brands being promoted everywhere. As Richardson (2012, chap. 4) stated in his article: *"Brand recommendations are now many-to-many, not just one-to-one."* We now recognize major brands by only their colour scheme and we can sing a company's jingle without a second thought. Brands are a constant part of our modern lives. Some say one-third to one-half a company's entire value lies within their brand. Even though brands have become so important, consumers are exposed to 10.000 brand messages a day (Saxon, 2017). So, the question is, how do you make sure you are heard, what you tell is the correct story, and that it sticks in the mind of the consumer?



Wonder Inc.'s model & definition of a brand

Now that we have a general understanding of how brands have developed over time, it is a good moment to see how Wonder Inc. defines a 'brand'. Furthermore, what does the model of Wonder Inc. entail and what does it mean when a company is in full alignment with their customers?

The business dictionary defines a brand as follows:

"Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind" (BusinessDictionary, 2018).

Another way of defining a brand was provided by Martin Neumeier in his book *Zag* (2007, pp. 18): "A brand is a persons' gut feeling about a product, service or organisation." Different companies, researchers, and economist have a variety of descriptions of what a brand is exactly and how important it is for a business. Wonder Inc. argues that the first definition, from the business dictionary, only resembles the mere manifestations of a brand in the external world. Moreover, a brand lives in the mind of the consumer, and therefore is internal, this feeling is built on all aspects of a business, ranging from both its more tangible aspects such as products, to more intangible aspects such as the vision, ambition, and values of a business. Wonder's definition of a brand is: "a brand is a perception about a product, service or company" (Wonder Inc., 2018).

Moreover, at Wonder Inc. the phrase: "your brand is your business and your business is your brand" is often used to express the importance of the brand aspect of a business (Wonder Inc., 2018). This is while they believe that everything your business does, from corporate strategy to internal processes to the end product/service delivered, all come together through your brand. And as such everything your business does and stands for is perceived by the customer, all this together creates their brand perception.

Furthermore, In order to survive and flourish as a business in this fast moving and competitive world, you need to be an extraordinary brand. According to Wonder Inc., a brand is extraordinary in two ways: Firstly, it highly differ-

entiates itself from competitors; and secondly, it has the highest level of relevance in the mind of the customer. On the right (image 2), you can see a visual that shows in which area an extraordinary brand operates, with high differentiation and high relevance.

Creating the perfect business model and so cracking the code in how a business should operate and create value is incredibly valuable. Many companies, entrepreneurs and, researchers are trying to understand this, and find the best possible model, Wonder Inc. being one of them. There is a lot of research and awareness on the relationship between customers and products/services. For instance, Mittal (2006) identifies in his research, processes through which possessions become associated with one's identity or self-concept. Another way of showing the awareness of the importance of the relationship between customers and the products and services is the integration of co-creation in the design process (Hoyer, 2010). This whole process is built on the understanding that integrating customers in the development process will provide additional value.

However, there is a gap of knowledge when it comes to the awareness and importance of the relationship between customers and products/services in the context of brands and how this can be assessed.

According to Wonder Inc., an extraordinary brand is perceived in the mind of the customer. Only the customer themselves can decide which brand for them is extraordinary. Moreover, what they perceive as being an extraordinary brand is when a brand is perceived by a consumer to be the only choice when it comes to achieving a certain aim or goal. With this, Wonder Inc. means that if a customer thinks of a certain aim or goal, they want to achieve, that there is only one brand that can provide them with what they need and therefore that specific brand is the ONLY choice for them (Wonder Inc. 2018). In order for a brand to remain and/or become extraordinary, complete understanding of their customers is necessary.

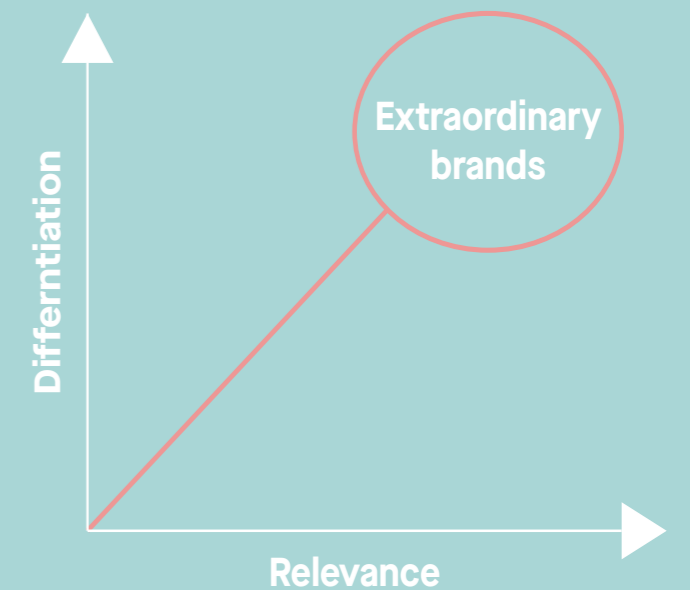


Image 2: Extraordinary brands operate in an area that is most relevant and differentiated

Wonder Inc.:

"Your Brand is your Business and your Business is your Brand"

Extraordinary brand: A brand that is perceived by a consumer to be the only choice when it comes to achieving a certain aim or goal.

Wonder Inc.'s model is firstly influenced by Simon Sinek's Golden Circle(2009), see image 3, with the why, the what and the how. Simon Sinek's golden circle focusses on business. The 'WHAT' stands for what the company does, so, for instance, sell products and service. The 'HOW' stands for how they offer these service and what differentiates them from competitors. Lastly, the 'WHY' stands for the reasons why the Company does what it does. This is not about making money, which is a result, but what it stands for, the cause, the purpose and believes the company has.

Wonder Inc. took this understanding further and believes that this only shows one side of the equation, therefore a more complete model would consist of two sides, on one side the company and on the other side the consumer. The consumer wants something, the 'WHAT', they want it in a certain way, the 'HOW' and they want it for a specific reason, the 'WHY'. In order for a company to become extraordinary, the 'WHAT' the 'HOW' and the 'WHY' from both the company and the consumer should be in perfect alignment. However, when it comes to this alignment it became apparent, that the what connects the consumer and the company. The 'WHAT' is the intersection of the two and therefore the 'WHAT' of both sides was placed in the centre of this model. So Wonder Inc's model is an inverted version of Simon Sinek's golden circle which not only includes the company, but also the consumer.

Lastly, Wonder Inc's description of a brand was: "a brand is a perception about a product, service or company". This perception lives in the intersection between the two 'WHAT's' and is in the mind of the consumer. In addition, through multiple years of experience what each 'What',

'How' and 'Why' meant, and what influenced these different 'blocks' were added and defined. This resulted in the definitions described in image 4 and the model shown in image 5.

Now that there was a clear understanding of what builds a brand perception in the mind of the consumer, and what influencers there are different levels of how well companies perform/delivered became apparent.

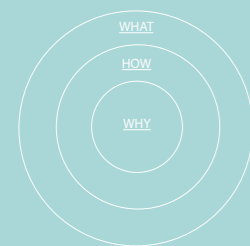
Three different levels became apparent, companies that operated on the Functional level, companies that operated on the Experience level and companies that achieved the highest level, the Meaning level.

A brand that operates on the Functional level purely focusses on the 'WHAT' of the consumer. They want to offer a product or service that helps the consumer obtain their aim or goal. However, they do not invest great effort in HOW or WHY the consumer wants to obtain that goal or aim.

A brand that operates on the Experience level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way. However, they do not invest great effort in understanding WHY it is that the consumer wants to obtain that aim or goal.

A brand that operates on the Meaning level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process understand WHY it is that the consumer wants to obtain that aim or goal. These three different levels on which a brand can operate where incorporated in the model, resulting in image 6.

Company



- WHAT:** Every Organisation on the planet knows WHAT they do, which is sell products and services.
- HOW:** Some Organisations know HOW they do it. These are the things that make them special or set them apart from competitors.
- WHY:** Very few organisations know WHY they do what they do. Why is not about making money, that is a result. Why is a purpose, cause, or belief. Its the very reason your organisation exists.

Image 3: Simon Sinek's Golden Circle (2009)

Through their Product, Service, Environments, Behavior and communication a brand offers the consumer WHAT they need in order to achieve their aim or goal.	← WHAT →	The consumer has a certain aim or goal they want to achieve. they need a brand in order to obtain that aim or goal. A brand that would provide them with the best possible WHAT to help obtain that goal or aim would hold the most value.
Through their Culture, Business model, Organisational model and available resources a brand aims to provide the best possible experience to the consumer.	← HOW →	A consumer wants the process of obtaining their aim or goal to go in the most desirable way. They want to have the best possible experience with least pains and most gains. A brand that can provide them exactly that, holds most value
A brand stands for certain Values, has certain ambitions and has a vision. These together make up WHY a brand does what it does. Furthermore it shapes HOW their internal structure is and their operations are run, and WHAT they offer to their consumers.	← WHY →	A consumer has specific reason WHY they want to achieve their aims and goals. Furthermore, there are reasons why they want the process of obtaining those aims and goals to go in a certain way. These reasons are influenced by their Values, Beliefs, Attitudes and Background. A brand that has the right reasons, and stands for the same values, and beliefs holds most value.

Image 4: Definition of both Company and Consumers 'WHAT', 'HOW' and 'WHY'.

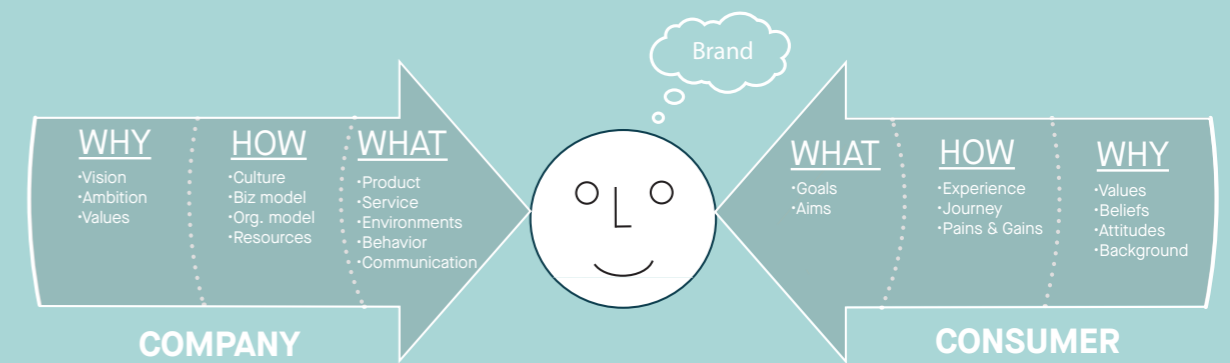


Image 5: Wonder Inc's addition to Simon Sinek's model (2009), encompassing the consumers side of the equation. Placing the Consumer in the centre of the interaction.

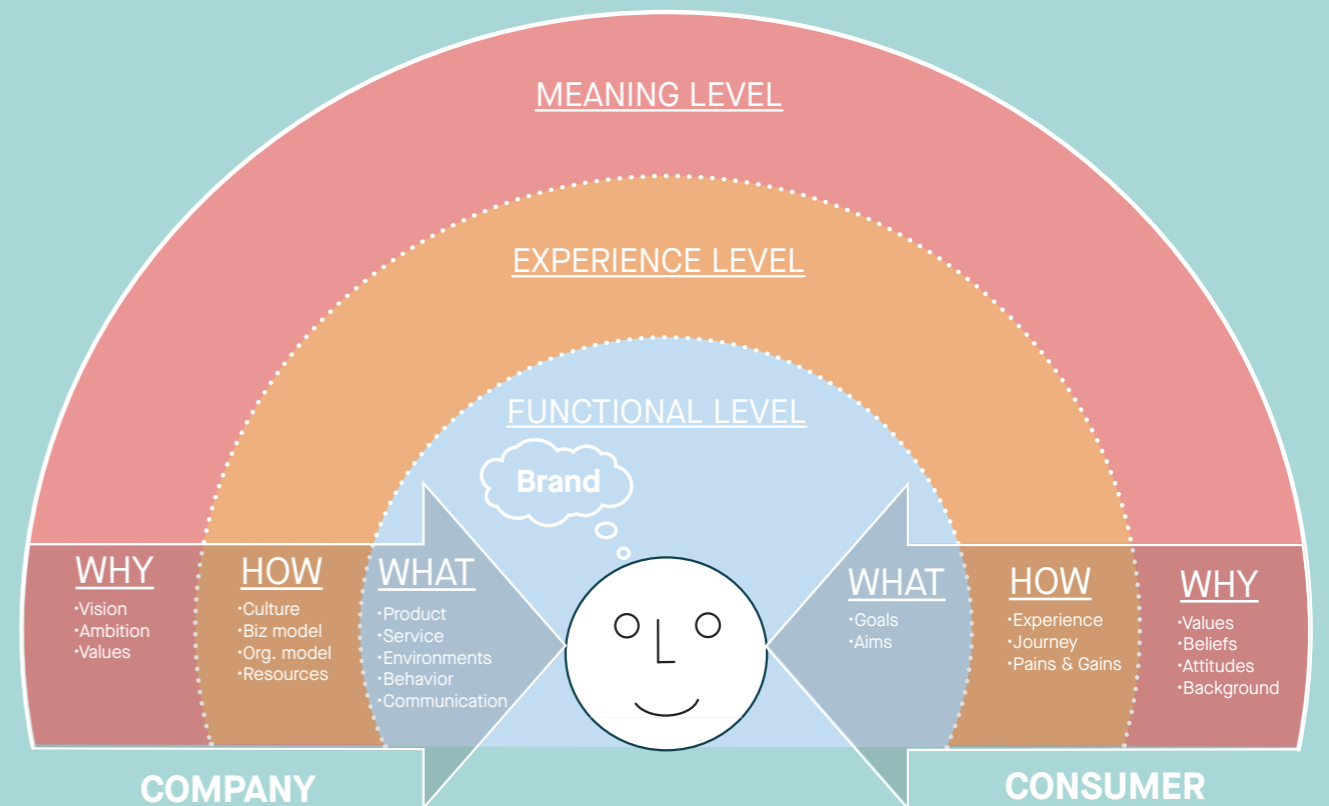


Image 6: Complete model of Wonder Inc.

The scope of this thesis will be on the consumer side of the model. It will deep-dive into what the goals and aims are the consumers seek to achieve, how they want this to happen and why it is that they want to achieve those goals and aims (see Image 7).

When it comes to understanding the 'WHAT', the 'HOW' and the 'WHY', Clayton Christensen came with an interesting theory on how to approach this issue. He described his theory in his book 'jobs to be done' (2007). According to Christensen products are hired to perform a certain job. For instance, a consumer does not want a drill, they want a 4 mm hole in the wall, the drill is hired to perform the job of creating the hole. By focussing on what the consumer wants to achieve and how they get there, instead of the products that are currently offering 'the job', more fitting and appropriate solutions can be created. However, Christensen literature and methodology is focussed on products, not brands. Wonder Inc. believes a brand fulfils a wide range of different jobs for their consumers.

In addition, Clayton Christensen identified three different types of jobs: functional, emotional and social jobs. A functional job is to perform a specific task or solve a specific problem, for example mowing the grass. An emotional job is that the customers seek a specific emotional state, such as feeling good or secure. A social job is that the customer wants to look good or gain power or status. Each job has a certain aim or goal they want to achieve, a certain process the consumer needs to go through in order to achieve that goal and specific reasons why they want to do that. While performing these jobs the consumer experiences both pains and gains. Pains are things that do not go well during the performance of those jobs, and gains are the things that do go well. In order for a company to create the most value, it should help the consumer to achieve as many jobs as possible, in the best way possible and for the right reasons. Image 8 shows how the consumer side is built up out of these different jobs to be done.

In order for a brand to become extraordinary, and so achieve this 'ONLY' status, it needs to deliver exactly what the consumer wants, in the way they want it and for the right reasons. However, there is not just one thing a consumer wants, so there are multiple jobs that need to be done. According to Wonder Inc., a brand should provide value on all three levels (Functional, Experience, and Meaning level) and perform as many jobs as possible (functional, emotional and social jobs) in order to become extraordinary.

Each level will be explored and explained more in depth in later chapters, the model is inspired by the earlier mentioned theory, however, it has a stronger connection to business and branding and the different 'jobs' are addressed in that context.

As an example, to show how a brand can deliver value on all three parts of the need (What, How and Why), we take the example of John. In this example, we will not dive into the different types of jobs, purely the three levels.

A specific person called John would like to clean his living room (the consumer 'What'). For him, Dyson is the ONLY brand that can provide him with the tools he needs. This is why; for him the product should have a lot of power, should easily manoeuvre, and have a big dirt storage (the company 'WHAT'). John has had previous experiences with Dyson and the products always worked well and were of high quality. For him, this is important, because when John wants to perform a certain task it should be done in the best possible way and most time efficient. He has had experiences with other brands but these resulted in a lot of stress and frustration. John is not a big fan of cleaning, and therefore wants the most stress-free and pleasant vacuum experience possible (the consumer 'HOW'). Dyson has proven to provide him with these positive outcomes. In addition, all contact with Dyson has always been pleasant and their staff has been super helpful (the company 'HOW'). Due to the pleasant experience with the brand, John is positive towards Dyson. Lastly, for John his environmental impact is important since Dyson holds the same values, they created a vacuum which works without bags and has a long life cycle (the company 'WHY'). As a result, John can lower his carbon footprint (the consumer 'WHY'). Due to Dyson's specific characteristics, their high differentiation and since the brand is in perfect alignment with everything John wants, it has achieved the highest level of relevance for him. Therefore, Dyson is an extraordinary brand for John, it is the ONLY choice for John when choosing a brand for cleaning his living room (image 9).

The biggest difference between existing methodologies and theories on the relationship between users and product/service and brands, and the one of Wonder Inc., is the addition of the meaning level, especially in the context of brands (such as; Pine & Gilmore, 1999, The Danish design Counsel, 2012, and Schifferstein ,2012).

There are many different assessment tools that dive into the functional and experience level (such as Richardson (2010) and Stappers (2003)). For instance, to measure how the Functional level is experienced, one can simply evaluate how much the consumer is willing to pay, what specific requirements they have on a technical basis, and what their goal is. This list can then be used as requirements to see whether a specific product or services provide the means to fulfil these needs, fits within the requirements and so helps achieve the goal. When it comes to the experience level there are a number of tools to measure and evaluate, such as customer journeys, which maps the whole journey a customer goes through in terms of experiences, pains, and gains. However, a tool assessing how a company scores on the highest level,

the meaning, has not yet been made and could create a better and, more complete, understanding on how customers perceive brands. By understanding the complete scope of brand perception, and how this is developed/created in the mind of the customers, brands can better allocate their resources and focus, to ensure that their brand is perceived exactly in the way they want themselves to be perceived.

So in order to become 'extraordinary', we need to understand what value an extraordinary brand delivers, how this is perceived by a consumer and lastly how we can measure this perception. This led to the main research question of this report:

RO: What types of value does an extraordinary brand deliver to its consumers on the three levels identified by Wonder Inc, and how do these contribute to the overall brand perception?

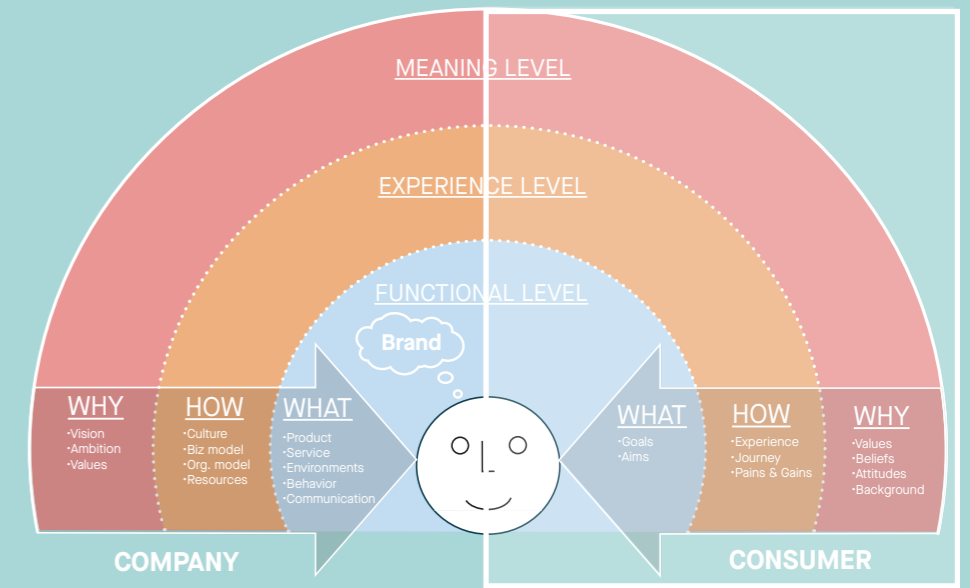


Image 7: Marked area shows the scope of this Thesis.

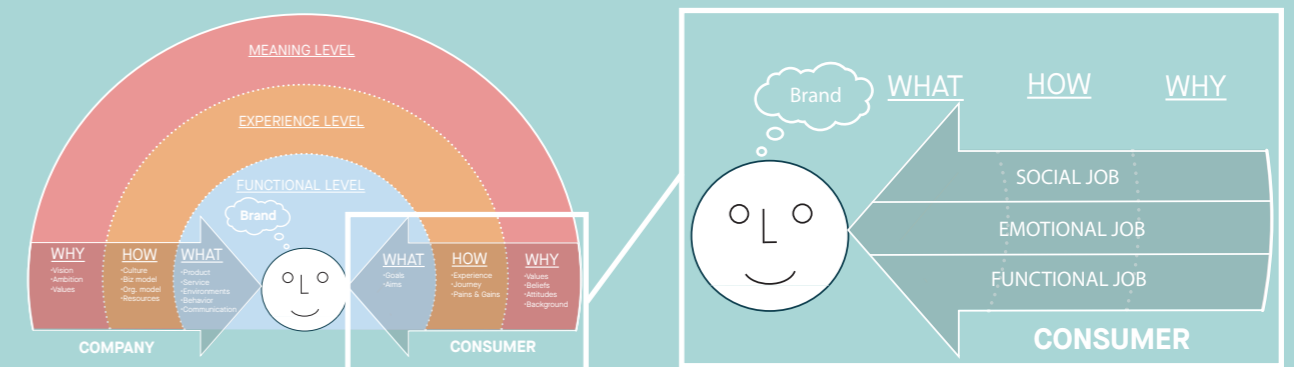


Image 8: The What the How and the WHY can be divided into three different types of jobs that need to be done.

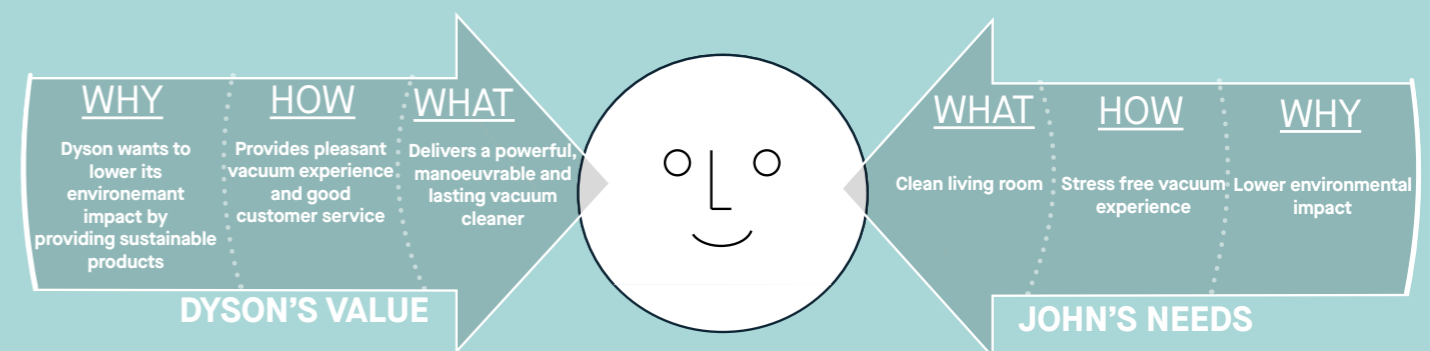


Image 9: Simplified example of how Dyson delivers value to John on three different levels.

Human needs

When looking at how a company could become an extraordinary brand, we should take a step back, and look at what a consumer wants to achieve when looking for new goods and/or services, what are their needs and so motivators for starting to interact with a company.

The most traditional model in addressing this question would be Maslow's hierarchy of needs. According to Maslow(1943, 1954), there are five motivational needs; physiological, safety, social, esteem, and self-actualization. These needs are often depicted in a pyramid, see the image at the bottom of the page (image 10).

The original hierarchy of needs five-stage model includes:

- 1. Biological and Physiological needs:**
air, food, drink, shelter, warmth, sex, sleep.
- 2. Safety needs:**
protection from elements, security, order, law, limits, stability, freedom from fear.
- 3. Social Needs:**
belongingness, affection and love, - from work group, family, friends, romantic relationships.
- 4. Esteem needs:**
achievement, mastery, independence, status, dominance, prestige, self- respect, respect from others.
- 5. Self-Actualization needs:**
realizing personal potential, self-fulfilment, seeking personal growth and peak experiences.

According to Maslow (1943), one needs to fulfil their needs from the bottom up, and the most basic needs need to be fulfilled before going up. Also, he stated that the longer a basic need is not met the stronger that need

will become. For instance, the longer a person goes without food the hungrier they will become. He argues that one must satisfy the lower level basic needs before progressing on to meet higher level growth needs. Once these needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization.

Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. However, progress is often disrupted due to unforeseen circumstances, ranging from climate disasters destroying once shelter, the loss of a job or a divorce.

In his later work, Maslow (1970a, 1970b) added two additional layers to the hierarchy, cognitive and aesthetic needs and transcendence needs. The first being the need for the appreciation and search for beauty, balance, form etc.. The latter being the need of helping others to achieve self-actualization. In the pyramid, the need for aesthetics where placed before the need of self-actualization and the transcendence needs were added as the highest level in the pyramid of needs.

The paper on the elements of Value pyramid, written by Almquist, Senior and Bloch (2016), builds on top of the model of Maslow. They translated the pyramid of Maslow into a more actionable system of elements. This system can be used by companies to see which aspects they

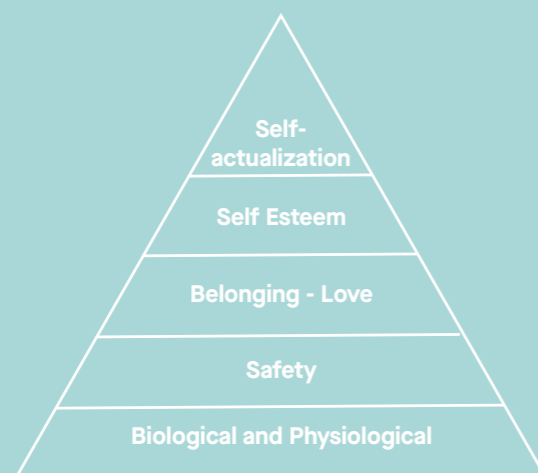


Image 10: Maslow's (1943) hierarchy of needs

deliver value and how perhaps they could increase the value of their offering. They identified 30 elements of value, fundamental attributes in their most essential and discrete forms.

The attributes are divided into four categories: functional, emotional, life-changing, and social impact. Some of these elements are more inward focused, primarily addressing consumers' personal needs. The authors argue and prove that in general, the more elements provided, the greater customers' loyalty and the higher the company's sustained revenue growth. On the bottom of this page, you can find their elements of value pyramid (image 11).

Nowadays, many marketers are familiar with Molsow's hierarchy. The elements of value approach extend his insights by focusing on people as consumers – describing their behaviour as it relates to products and services (Almquist, Senior & Bloch, 2016).

The elements of value pyramid is a heuristic model, it is more practical than theoretically perfect, in which the most powerful elements of value are on the top. The authors argue that these highest elements can only be provided if more basic functional elements are provided by a particular product category. But many different combinations of elements exist and work successfully in products nowadays. In their paper, they present a research con-

SOCIAL IMPACT



SELF-TRANSCENDENCE

LIFE CHANGING



provides hope



Self-actualization



Motivation



Heirloom



Affiliation/belonging

EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness



Provides access

FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

Image 11: Almquist et al. (2016) elements of value pyramid

ducted under 10,000 consumers evaluating 50 US-based companies. The survey confirmed that companies with high scores (8 or above) on four elements or more from at least 50% of the respondents had on average, three times the net promoters score (NPS; A management tool to measure customer loyalty) than companies with just one high score, and 20 times the NPS of companies with none (Almquist, Senior & Bloch, 2016).

Almquist et al. (2016) argue that more is clearly better, however, that it is nearly impossible to integrate 30 elements of value in one product. For instance, Apple, which scored as one of the highest in the test, only scored high on 11 of the 30 elements. Moreover, they argue that the elements need to be chosen strategically and that some have more value than others, depending on the product category. Also, their research showed that companies that score on both the functional and emotional elements, on average, score higher than companies which just score on the functional level.

Both Maslow's model(1943) and Almquist model(2016) show the importance of providing value to consumers on different levels. Ranging from most basic needs to higher levels in which for instance, self-actualization is achieved. Maslow's model is specifically focussed on the consumer and their fundamental needs, Almquist takes it a step further and makes it more tangible on how companies can integrate this knowledge in product attributes. However, How can brands use this understanding not only in their product and services but also in their internal processes and strategy?

If we take a step back and compare the model of Wonder Inc. and the one of Almquist, Senior and Boch(2016), it becomes apparent that Almquist models only addresses a part of Wonder Inc's. model. First of all, the layers in Almquist model refer to the consumer side of Wonder Inc's model and aspects on which consumers judge brands and are seeking to achieve by acquiring their products or using their services. So Almquist model refers to 'WHAT' consumers seek to achieve. Moreover, each aim or goal a consumers has, is built up out of certain needs, a brand can provide value by fulfilling these needs, Almquist model broke down all these different needs and created the 30 different elements of value.

In more detail, if we take a look at the functional level of Almquist's model, all these aspects are parts in which

a brand can differentiate from its competitors when it comes to functionality. When we look at Wonder Inc's model, and the 'WHAT' these functional needs would be fulfilled by the functional jobs provided by a brand. For instance, a product (the company 'WHAT') makes the task of organizing their calendar easier. The consumer's aim is to simplify. Organise and save time on the task of organizing their calendar (The consumer's functional 'WHAT'). The Companies product delivers and so help the consumer to achieve their goal or aim.

The next layer of Almquist model, the emotional layer, shows emotional needs the consumer wishes to achieve. For instance, they seek to reduce anxiety, have fun and or want to experience nostalgia. These emotional needs are a result of the 'WHAT' consumers seek when it comes to the 'HOW'. For instance, the consumer wants a product to simplify their task of organizing their calendar. Because it is done easier, they are more certain it is done correctly and they do not have to spend a lot of time on it. So when they are consuming the product(the 'HOW') they experience less stress and anxiety. So the consumers emotional 'WHAT' is reducing anxiety.

However, the badge value and Nostalgia, belong to the 'WHAT' of the social jobs. This is due to the fact that these are tied to social attributes. For instance, nostalgia is experienced due to the reason that it reminds of something joyful of the past, badge value refers to the social status it helps obtain. Therefore, these two attributes have been placed in the 'WHAT' of the social jobs.

Lastly, the top two layers of Almquist model, life-changing and self-actualization refer to once identity and social status. In Wonder Inc's model, the social jobs refer to the needs a consumer has in relation to their values, beliefs, and background and so social status and their own identity. If a company provides these jobs, they can help the consumer achieve their goal or aim of for instance: the need for affiliation, belonging, motivation etc. Therefore, when it comes to the top two layers of Almquist's model, they fit in the social 'WHAT' of the consumer.

So Almquist's model and the different layers of needs, fit within Wonder Inc's model. It refers to value brands can provide to the consumer in relation to the 'WHAT' consumers seek to achieve when using products/services of different companies(see image 12). Whether Almquist's model encompasses the complete scope of the 'WHAT' will be addressed in later chapters in more detail.

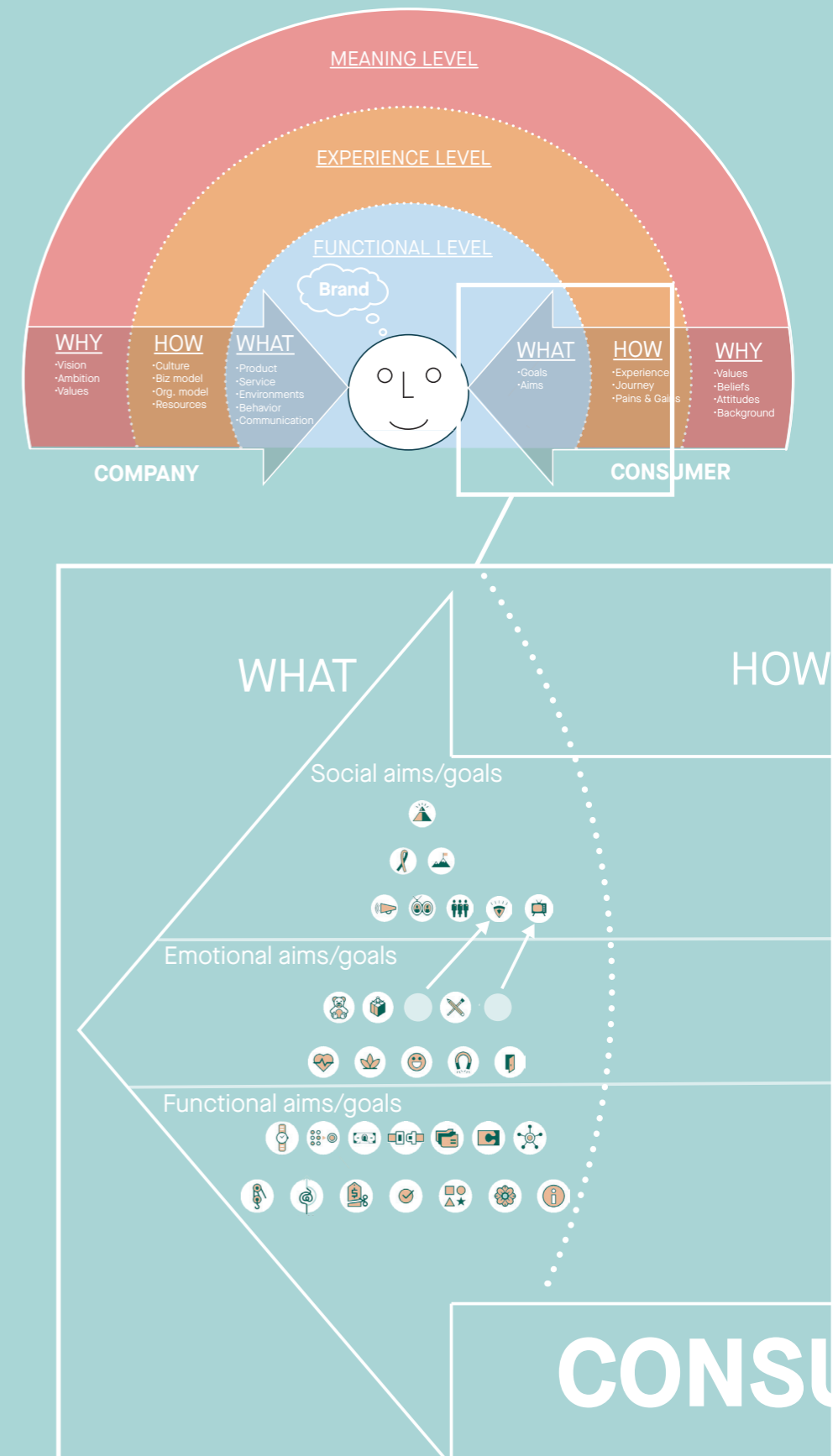


Image 12: Almquists et al. (2016) elements of value pyramid ties into the 'WHAT' consumer seek to achieve in Wonder Inc's model. There are certain functional, emotional and social aims and goals which consumers seek to achieve. Companies can provide value by helping the consumer to achieve as many goals as possible.

Decision making process

Knowing what needs you need to fulfil of your customers, in order to create the most value, is only one part of the equation. In order to make the consumer aware of your value, a basic understanding of the decision-making process is necessary. By understanding how and when a consumer decides, brands can deliver the right value at the right moment to ensure that a consumer picks them.

Consumers are constantly confronted with a wide variety of options (Keohane, 2014). They are also constantly making decisions regarding the choice, purchase, and use of products. These decisions are often difficult, seeming there are so many options and the offer is constantly changing due to new technologies and competitive pressure (Payne & Bettman and Johnson, 1991). Furthermore, there is a great deal of information available from different sources; advertisements, brochures, friends and family, salespeople, past experiences, viewing others that are using a product and numerous more sources. An important aspect to mention here is that information in regard to a product/service or brand is either in the memory of the consumer or found in the external environment. Moreover, the consumer is often not sure what to expect from a service or product. Lastly, the consumer often has to make difficult value trade-offs. Payne & Bettman and Johnson (1991, pp. 51) identified 4 factors that can make a trade-off decision more difficult: (1) as the number of alternatives and attributes increases, (2) if some specific attribute values are difficult to process, (3) if there is a great deal of uncertainty about the values of many attributes, and (4) as the number of shared attributes becomes smaller.

The way in which information is organized also affects the difficulty of decision making (Payne et al., 1991). For instance, a commercial often only tells favourable information on one brand, finding additional information or similar information on other brands is often acquired at different times. Bettman (1982) showed in his research that when information is received sequentially rather than simultaneously, methods for making decisions become very difficult.

There are some other factors that influence the decision-making process. First of all, the importance of a decision greatly influences the amount of effort needed to make a decision. Theory on consumer choice identifies three different types of the decision process. First a simple, based on habit process, a process with moderate processing, and finally a process with extensive processing (Hansen 1972; Engel, Blackwell, and Kollat 1978). Furthermore, time pressure (Wright 1974), variation in importance weights of different attributes (Payne, Bettman, and Johnson 1988) and social factors can also influence how consumers respond to a decision task (Payne & Bettman and Johnson, 1991).

So, in short, there are multiple different aspects that can influence the decision-making process. There are probably even more aspects that play a role in influencing the decision-making process than described in the previous chapters. Furthermore, there are also numerous ways in which people can select relevant data, decide if they have enough information to make a decision and the way in which they make their final decision. However, the steps consumers, in general go through, have been mapped by many researchers (Nicosia-model 1966, Howard & Sheth 1969, Engel, Kollat & Blackwell 1968, Andreason 1965, Hansen 1972 and Markin-models 1968/1974). Moreover, most of the decision-making process models come down to the same traditional five steps classification; problem recognition/ pre-search stage, information search, alternative evaluation, choice, outcome evaluation (Erasmus, Boshoff & Rousseau 2001). When it comes to specific products or services it may be in some cases that steps are skipped, are of less importance, or gone through in a different order.

1. Problem recognition / pre-search stage:

This stage is all about the recognition of a problem that needs to be solved or a need that needs to be satisfied. The consumer is seeking a solution to resolve a state of discomfort.

In the example of John, presented on page 22, in this stage John recognizes that his living room is dirty, he needs something that could help him clean his living room.

2. Information Search:

This second stage in the decision-making process occurs when a consumer searches for information about the possible solution. The larger the purchase decision the longer this process can take. If it is a very important decision the consumer may search very thorough information on features, pricing, ease of use, perhaps recall previous experiences etc.

Coming back to John, during this stage, John looks up possible solutions, a broom could help, a mop, a vacuum cleaner or he could simply rent a cleaner. He goes through multiple different possible solutions and tries to find additional information on each solution. For instance, when he decided on a certain product category he could assess different price ranges, different brands, different types of vacuum cleaners etc.

3. Alternative evaluation:

The third step is the evaluation process. Often consumers have a list of criteria that a solution must meet. They can even order the requirements on the importance and see which solution scores highest on the list of requirements. It can occur that a consumer goes through stage 2 and 3 multiple times, findings new requirements researching them again etc. However, this process may also occur very tacit, in which argumentations and requirements are not completely articulated.

John wants to clean his room in the most efficient way, he also wants a solution that can be used multiple times and does not require a high level of maintenance. After the first round of going through the possible solutions, he decided that a vacuum cleaner would be the best possible option. Going more into detail and looking at the price, efficiency, no use of garbage bag, high power and positive previous experiences John decides to go for a Dyson vacuum cleaner.

4. Purchase:

During this stage, the actual purchase takes place. In the example of John, it comes down to him actually purchasing his Dyson vacuum cleaner.

5. Post-purchase

The final stage is the Post-purchase, during this stage the actual purchase is experienced. Did the product actually deliver on the promises? For the consumer, this is the moment in which they could build a relationship with a specific brand. This is while if the experience is positive it could lead to repurchases, however, if negative it could lead to losing more than just that specific customer.

As described in the example on page 22, this is where Dyson won the mind of John. The product always worked perfectly and only left positive experiences for John. When it comes to Wonder Inc's model and definition of an extraordinary brand this relationship is even stronger, John can identify himself with the company and feels in complete alignment with the brand.

Bob Hogg (2007) create a diagram in which he summed both internal and external factors that influence the decision-making process. However, his model does not include the influence of the decision itself, such as the importance of the decision, time pressure and variation in importance weights of different attributes as described (Hansen 1972; Engel, Blackwell, and Kollat 1978; Wright 1974; Payne, Bettman, and Johnson 1988.) In Image 13 you can find an overview of the decision-making process and the factors that influence this process.

However, there is some criticism of this model, Kassarijan (1978) raised the possibility that we may be ascribing choice processes to consumers when no choice processes occur. He did not just point out that these choice processes can become a routine or habit but that they actually may not occur at all. Olshavsky and Granbois (1979) point out that there is evidence of circumstances in which purchasing behaviour occurs in absence of external search and that this internal information is sometimes insufficient to make an alternative evaluation. Furthermore, the ways in which the internal processes, that happen in the mind of the consumer, are measured may be biased (Olshavsky & Granbois, 1979). For instance, the consumer is prompted to say out loud their thought process when looking for a new product, the request from the experimenter to keep talking may lead to retrospec-

tion about why a specific brand was chosen in the first place, although such reasoning did not occur before the actual purchase (Bettman and Zins, 1977). Olshavksy and Granbois (1979) research showed that for many purchases may not be preceded by a decision process. Furthermore, the research proved that for many processes a decision process never occurs, not even on the first purchase. The authors state that it is an oversimplification, even though it may be an accurate characterization of some purchases, in general, we should allow for a combination or 'hybrid' of strategies whereby choice and non-choice are used (Olshavksy & Granbois, 1979 pp. 99).

So in summary, dependent on the product category and its user the consumer purchase decision model may apply in some form. One could argue the degree to which evaluation takes place. As described by Hansen(1972) and Engel, Blackwell, and Kollat (1978) there were 3 degrees of the decision-making process, ranging from more habitual processes to extensive decision processes. Perhaps there is a bigger scale, ranging from no decision process at all to an extensive decision process. This could be influenced by the importance of the decision, time pressure, product category or numerous other reasons. For instance, for someone deciding which corn brand he would eat, may be important, whereas for another there is no thought at all involved in the acquisition of corn.

If we would relate this to Wonder Inc's model and the description of an extraordinary business, we could argue that a pre- and post-purchase evaluation has taken place. For instance, If we would relate this to the example of John, first of all, he chose Dyson due to some of its attributes, such as not having vacuum bags. Secondly, he had already experienced Dyson vacuums and has had positive experiences with it. Lastly, John is aware of the values and attributes of the company and so must have done a certain amount of 'information searching' in order to acquire this knowledge. Moreover, for him, Dyson is the only 'choice', in order to achieve this status a certain degree of evaluation is necessary. Therefore, based on the description of an extraordinary brand, one could argue that in order for a brand to become extraordinary, the consumer must have gone through, to some extent, the consumer decision-making process. The degree to which a consumer has gone through the model and whether or not all levels have been gone through is discussable. However, it is good to keep the decision process in mind seeming the different 'influencers' help build the perception which in-turn translate into argumentation for a certain decision. When it comes to being the only choice for a consumer, and so an extraordinary brand, one could argue that all influencers are in favour of that specific brand. A better understanding of how a brand perception is constructed could provide more insight into this topic.

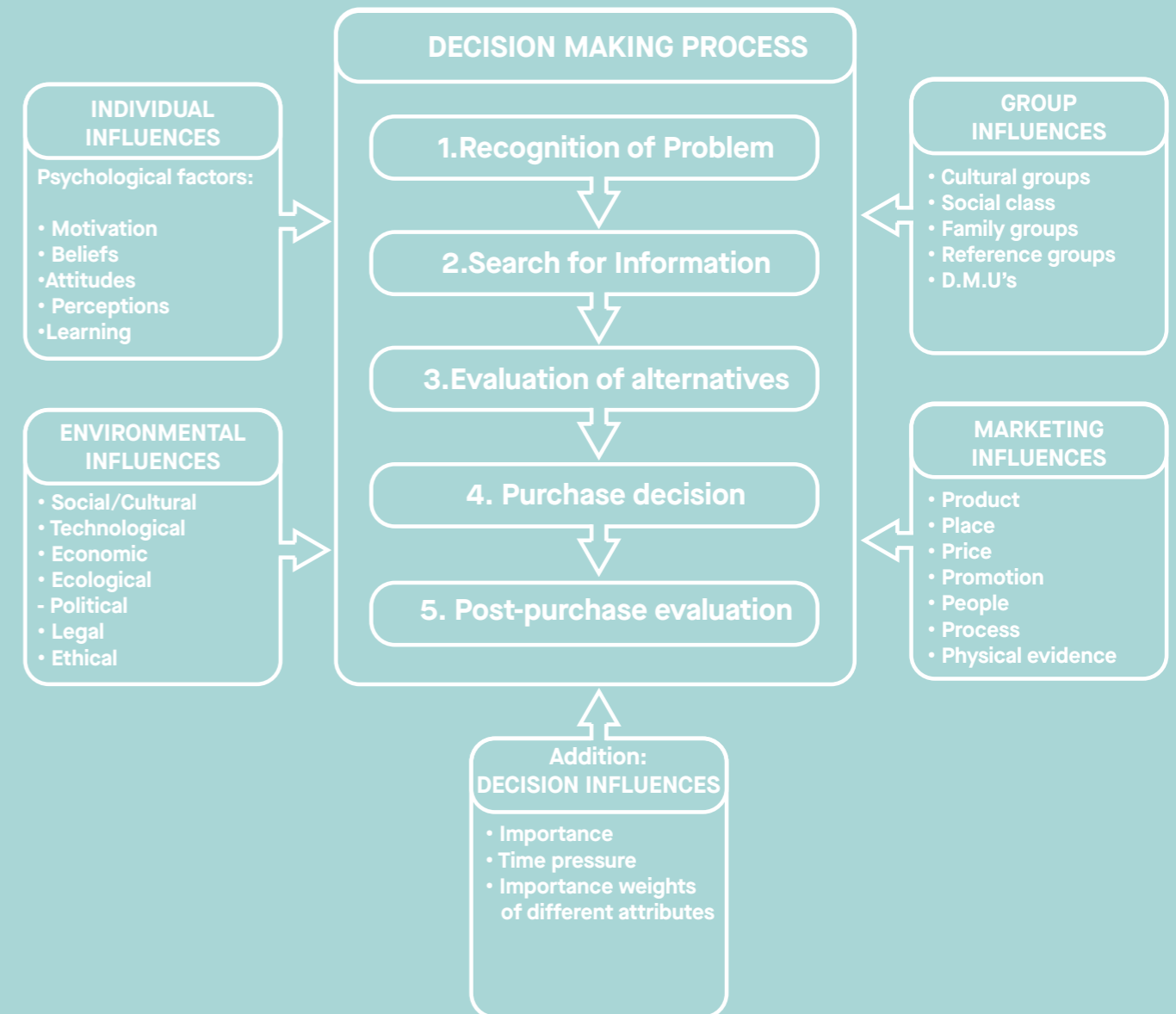


Image 13: Bob Hogg's(2007) model of the decision making process and it influencers, the decision itself as influencer has been added.

Functional level

Now that we have a general understanding of the needs consumer try to fulfil, and the way they make decision it is time to take a more detailed look at the different levels of Wonder Inc's model. The first level of Wonder Inc's model is the Functional level. This level refers to companies that purely focus on the 'WHAT' of consumers.

The Functional level, as described on page 20, focusses on the direct aim or goal of the consumer. Brands who merely operate on this level focus purely on the WHAT the consumer wants. In simple, they try to understand 'what' the consumer wants, and try to deliver this through their products and services. In the example of John, and his goal to clean his living room, A company that would only operate on the Functional level would provide him with a vacuum cleaner or broom that would get the job done. However, Dyson provided John way more, they understood how he wanted to clean his living room and certain reasons behind it that were important for him. This led to the following hypothesis.

R1: What type of value does an extraordinary brand provide on the Functional level and how is this perceived by consumers?

When we take a step back and look at how brands have developed over time one could argue that this level refers back to the most original form in which a brand was used. It dates back to the branding of life stocks, pottery, and Jewellery. For instance, someone needs to carry water from A to B, a simple pot would do the trick. However, as described on page 14 (Alinea 2) over time 'branding' evolved and became an indicator of quality. Nowadays, brand perception on this level has become more complex and is not simply developed based only on its products or services (as it was done during the time of the Egyptians), there are many direct and indirect messages of a brand that help build this Level.

A way of approaching and defining this Level is by looking at the marketing mix. Many researchers have written about the marketing mix (such as; Frey 1961; Howard 1957; Lazer and Kelly 1962). However, the most dominant and widely accepted description of a marketing mix was proposed by MCarthy (1964)(Image 14) (Waterschoot & Bulte, 1992). As described earlier, this layer is all about the 'WHAT' that need to be fulfilled by the acquisition of

a new product or service. However, before a consumer actually makes the step of acquiring a product, he or she needs to be aware of its existences. This is done through both communication from the brand (promotion) and perhaps by information provided by third parties, such as friends and family (perhaps brand ambassadors). Furthermore, the actual acquisition often takes places in a branded environment, think of a shop (place). And finally, for the consumer to take the step of acquisition both the product or service and the price need to be right.

So why is it important to have a well-constructed marketing mix? Gronroos(1993) points out that the component of the marketing mix can change a firm's competitive position. Furthermore, it helps to organize the communication of one's competitive strengths against the benefits of others and it allocates available resources among various competitive devices of the marketing mix (Goi, 2009).

Even though the marketing mix management paradigm has dominated marketing since the 1940s there is still some criticism (Goi, 2009). For instance, Popovic (2006) points out that the 4Ps are to production-oriented rather than customer-oriented. Lauterborn (1990) claims that each of these variables should also be seen from a consumer's perspective. More interestingly Lauterborn(1990), suggest transforming 'product' into 'customer solution', 'price' into 'cost to the consumer', place into convenience, and promotion into communication, or the 4C's (image 15).

As described above the 4Cs has a more customer-centric approach. The first C stands for customer solution. In order to answer this question an understanding of the needs and problems a customer is facing is necessary. By having a deep understanding of the customer, the most fitting solution can be provided. Secondly, instead of 'price', the 4Cs focusses on 'cost to consumer'. In essence, this encompasses way more than just the price, it also refers to additional costs outside the product, such

as emotional value/cost, or perhaps environmental impact. Furthermore, instead of place, the theory focusses on convenience, nowadays not all acquisitions of products take place in actual physical shops, they can occur online, and for instance, be delivered at home. Lastly, communication, whereas 'promotion' was about commercials and advertisement, in the 4C model it is about communication. Promotion is one-way, communication is a dialogue. Consumers have to be able to share their opinion and brands need to listen and respond, an interaction between the two is key to creating a relationship with your consumers.

It is interesting to see that when we look at the development of brands over time, as described in chapter 1, that during the 50's came the rise of the Unique selling propositions. The USP gave brands the understanding of how they could differentiate, or more specifically, the importance of accentuating their advantages to their con-

sumers. A tool to enabled brands to leverage these USP's and to allocate their resources more appropriately was through the theory of the 4Ps. The 4Ps enabled brands to communicate their USP in a coherent way over all marketing channels. Even though, the introduction of the 4Ps led to a more consumer-centric approach than the original form of the USP it was still driven by brands and the brands told the consumer what they wanted to buy. This led in the 80's to the counter movement against all forms of authority and aspiration. Which resulted in a great deal of distrust towards firms. As time moved on authenticity and honesty started to play a big role. And the power moved from brands towards consumers, they themselves decided what they wanted. Brands that became aware of this development started to focus on creating this image, however, to communicate what consumer wanted to hear, in an honest and authentic way, required a great deal of consumer understanding. During this same time, Lauterborn(1990) introduced his more, perhaps authentic, a

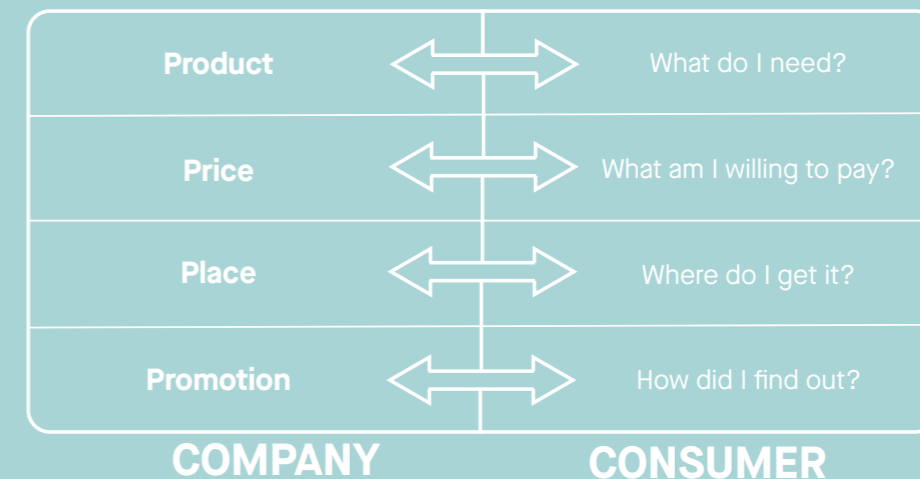


Image 14: 4P's by MCarthy (1964)

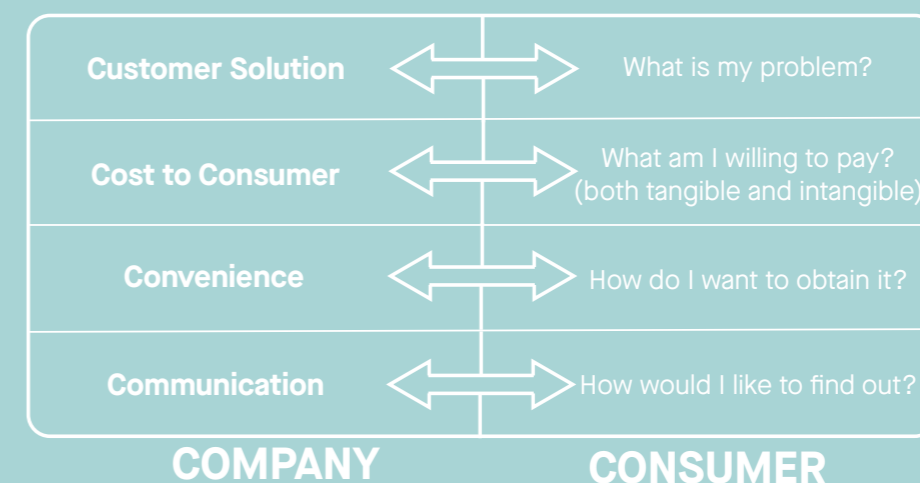


Image 15: 4C's by Lauterborn (1990)

consumer-centric approach in which the consumer was central in the marketing mix, hence the translation from 4Ps to 4Cs. When we look at Wonder Inc's model and the two different models, it is clear that the latter, the 4Cs model of Lauterborn (1990), is more in line with the model. In Wonder Inc.'s model, the consumer is central, since the brand perception lives in their mind. Moreover, as described in Chapter 3, the 'WHAT' fulfils needs of the consumer. These needs can either be fulfilled or not, leading also to intangible cost/value that cannot be expressed in a simple 'price'. Furthermore, the aim of the 'WHAT' is to fulfil all aspects of the aim or goal a consumer has and therefore focusses on 'customer solution' rather than 'product'. Lastly, in the model the customer is connected with the brand and should be in alignment, in order to achieve this communication is essential and a dialogue should occur. Without any interaction, it is hard to create a relationship with your customer and in time become the only brand.

However, when taking a look at an extraordinary brand and the value it provides, one could argue that the main value is delivered through the customer solution. If there is no problem in the first place the consumer would not have searched for a possible solution. Moreover, the other three pillars; cost to consumer, convenience and communication all influence the attractiveness and awareness of the solution itself. This not only influences the Functional level but the whole model of Wonder Inc. They are tools to motivate or persuade consumers to start interacting with the company, or at least to grasp their attention. For instance a consumer may ask the following questions to them self; how did I become aware of the solution (Awareness itself is, of course, essential in order to consider it, however, the solution itself is of main importance on whether it provides the most value or not) is the solution this brand provides worth the cost, and is it worth the effort to obtain it (see image 16). However, the most important question is, what solution, and so value, does a brand provide me and how well does it solve my problem and so help achieve my aim or goal?

As discussed in chapter 3, company that only operate on the Functional level focus on the 'WHAT' of the consumer. However, these companies do not completely understand the 'HOW' or 'WHY' behind it. If the company does not completely understand the 'HOW' it will be difficult to provide the 'emotional what' (as described in Chapter 3) to the consumer. This is since they do not completely understand the experience their consumer goes through, they do not know what is going well and what is not going

well for the consumer.

Additionally, a company that only operates on the Functional level does not know the 'WHY' consumers want to achieve their aims or goals. Because of this, they do not know the social drivers behind the consumer and so do not support the jobs that need to be done there. Since a company that operates on a Functional level does not know how and why a consumer wants to achieve a certain aim or goal, they can only provide a small part of the jobs that need to be done. In more detail, companies that operate on the Functional level focus and fulfil merely the functional needs of the consumer. Therefore, at this level, most value will be created when a brand fulfils the most important(if not all) functional needs in the best possible way and so the company provides functional value.

When we think of the example of JOHN, there are also other companies that offer a powerful vacuum cleaner. However, these alternative options do not know what the emotional jobs are that make the experience better for JOHN and they do not know WHY John actually seeks to achieve certain aims or goals. John does not pick any other brand then Dyson, simply because Dyson helps him achieve more aims/goals since they operate on all levels and so holds higher value to him.

Based on this understanding it became apparent that companies that only operate on the Functional level merely fulfil the functional needs of Almquist's pyramid of value. On the other hand, an extraordinary brand knows exactly what a consumer wants, how they want it and why they want it. Therefore, besides the fact that they also fulfil emotional and social aims/goals they also have the deepest understanding of all the functional aims/goals of the consumer. This is since some of these functional aims/goals come forward out of the understanding of 'HOW' and 'WHY' the consumer wants to obtain his/her aims/goals. This led to the following hypothesis:

H1: An extraordinary brand provides value to the consumer on the functional level because it fulfils, for a specific consumer, the most important functional needs in the best possible way (as described by Almquist et al.,2016).

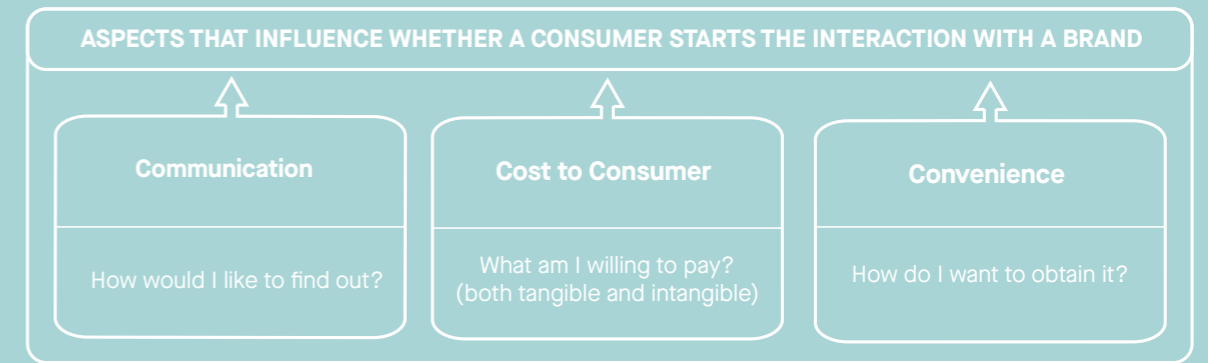


Image 16: From the 4 C's introduced by Lauterborn (1990), three influence whether a consumer starts to interact with a company. The 4th C, customer solution, is the actual 'WHAT' a company offers to the consumer.

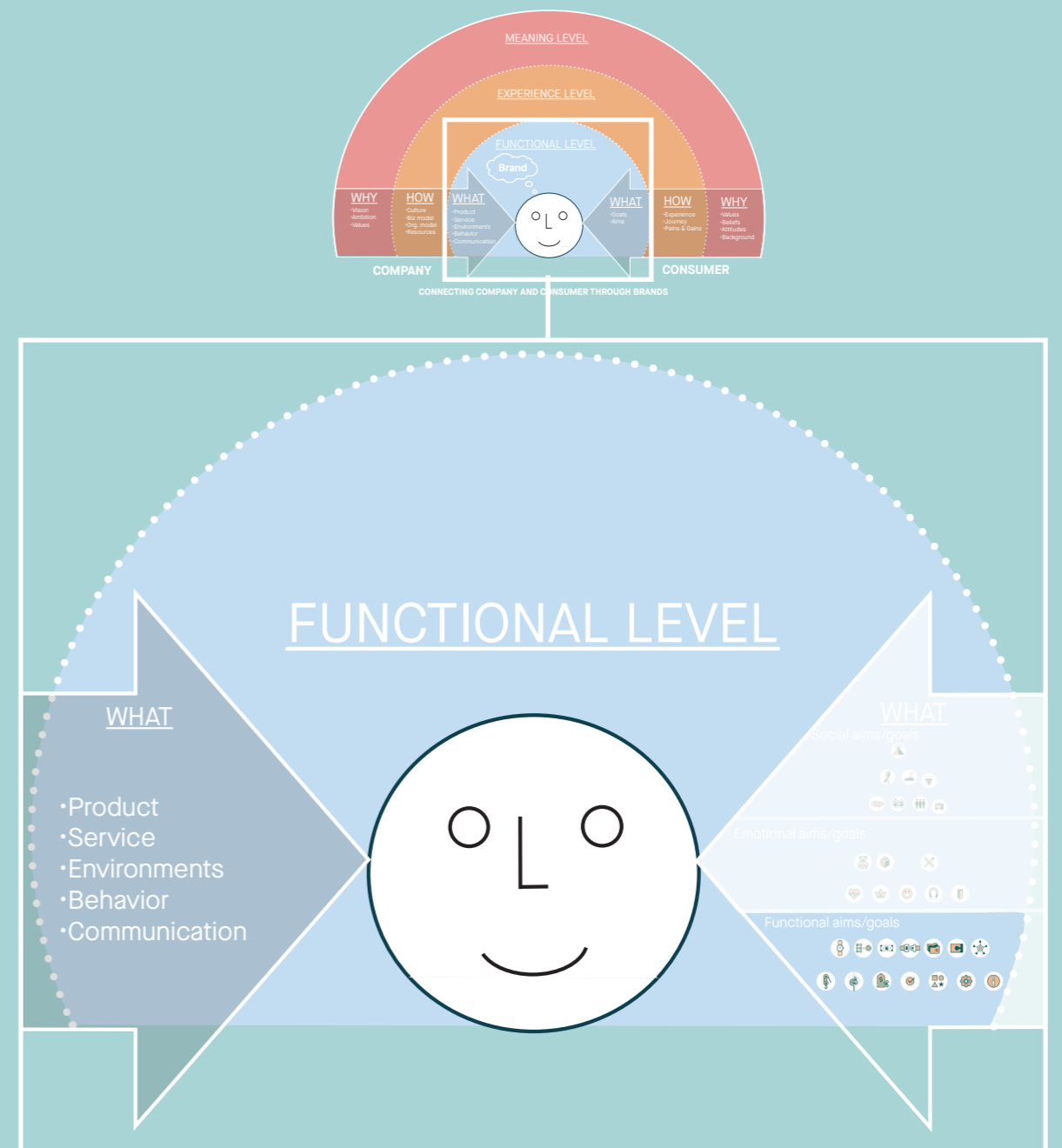


Image 17: Companies that operate on the Functional Level, merely focus on the 'WHAT' of the consumer. They do not understand the 'HOW' and the 'WHY'. Because of that they only tend to the functional aims/goals of the consumer.

Experience Level

As described in the previous chapter it is important to persuade your potential customer of the value your brand, and its product/services bring. However, once a customer takes the step and goes through the Functional level how do you ensure that you retain that customer? Moreover, to better understand your consumer it is important to see HOW they experience the whole interaction with your brand. Whereas the Functional level is purely focussed on WHAT the brand offers, the experience level focusses on HOW the interaction with the brand, product and/or service are experienced.

So how do you make sure that expectations are met, and that the customer has the best possible experience, ensuring a long-lasting relationship with your customer? This led to the second sub research question:

R2: What type of value does an extraordinary brand deliver on the Experience level and how is this perceived by consumers?

Among others, Joseph Pine, with his theory of the Experience Economy (1998), opened up how the world has moved from an industrialized product orientated era to an experience era. In more detail, he described that the economy has gone from a goods-based economy to a service economy and finally to an experience economy. This progression over time is visualized in his model: 'the progression of economic value' (image 18).

To explain the model, Pine described the evolution of a birthday cake. At first, simply the raw ingredient to make a birthday cake where purchased (commodities). Later the ingredients were premixed sold for a higher price, and people simply bought the pre-packaged ingredients for a higher price (goods). The next step was not baking the cake themselves at all and simply ordering a birthday cake, often for 10 times the price (service). Lastly, the whole event in itself was outsourced, by for instance renting a venue and moving the birthday party there, often including a 'free' birthday cake (experience).

Economist have typically combined experiences in with services. However, Pine argues that experiences are a distinct economic offering, as different from services,

as services are from goods. Moreover, he explained that experiences occur when a company intentionally uses services as the stage, and goods as the props, to engage individual customers in a way that creates a memorable event. "Commodities are fungible, goods are tangible, services intangible, and experiences memorable" (Pine & Gilmore, 1998, pp 98).

The difference between commodities, goods, services, and experiences is that the first three are experienced externally, whereas the experience is inherently internal, existing only in the mind of the individual who has been engaged on an emotional, physical, intellectual, or even spiritual level (Pine, 1998). Therefore, one could say that brands which provided an intense positive experience will build a stronger and more lasting relationship in the mind of the consumer.

Consumer and marketing research has shown that experiences occur at multiple different moments; when consumers search for products when they shop for them and receive service, and when they consume them (Arnoud et al., 2002; Brakus et al., 2008, Holbrook, 2000). In relation to the experience, while searching, evaluating and examining the experience can be direct if it is a physical product and there is contact with the product (Hoch and Ha, 1986) or indirect when the product is advertised or presented virtually (Hoch and Ha, 1986; Kempf and Smith 1998). The shopping and service experiences occur when a consumer visits, for instance, a physical store, interacts with its personnel and its policies and practices (Hui and Bateson, 1991; Kerin Jain, and Howard, 1992). However, this can also happen virtually when visiting a webshop,

ordering the product online etc. Lastly, the consumption experience refers to the moment the consumers actually consume the products or services of companies.

The consumption experiences are multidimensional and include hedonic dimensions, such as feelings, fantasies, and fun (Holbrook and Hirschman 1982). So in summary, experiences happen in a variety of settings. Most experiences are direct, for instance, when consumers shop, search and consume. However, some experiences are indirect, for instance, through advertising and marketing communications.

When it comes to defining what the brand experience is, based on the variety of settings described in the previous Alinea, and how it could be defined; Brakus, Schmitt, and Zarantonello (2009, pp.53) conceptualized a rather encompassing definition based on work of others:

"brand experience as subjective, internal consumer responses (sensations, feelings, and cognition) and behavioural responses evoked by brand-related Stimuli that are part of a brand's design and identity, packaging, communications, and environments."

A difference between this specific definition and how the experience level within the model of Wonder Inc. is defined, is that Brakus et al.(2009) sees product experience as a distinct and separate experience from the brand experience whereas in the Wonder Inc.'s model these are seen as an intertwined whole, both affecting each other and of equal importance.

So what builds a customer experience? According to Shaw (2007), people buy things for both rational and emotional reasons. Shaw points out that research has proven that emotion counts for up to 50% of the customer experience. IBM's vice president of marketing, Buck Rodgers famously stated: "People buy emotionally and then justify it with logic."(Shaw, 2007). If we now refer back to Maslow's elements of value(2016) and their relation to the model of Wonder Inc.'s. We saw that the more functional needs which are fulfilled by a brand, related to the Functional level in the model of Wonder Inc. The emotional needs, however, are fulfilled in the Experience level. This is since emotion, and so the need for certain emotions is a result of a certain experience. However, both the fulfilment of these functional and emotional needs together create the experience and so, in turn, the feeling a customer has towards a brand.

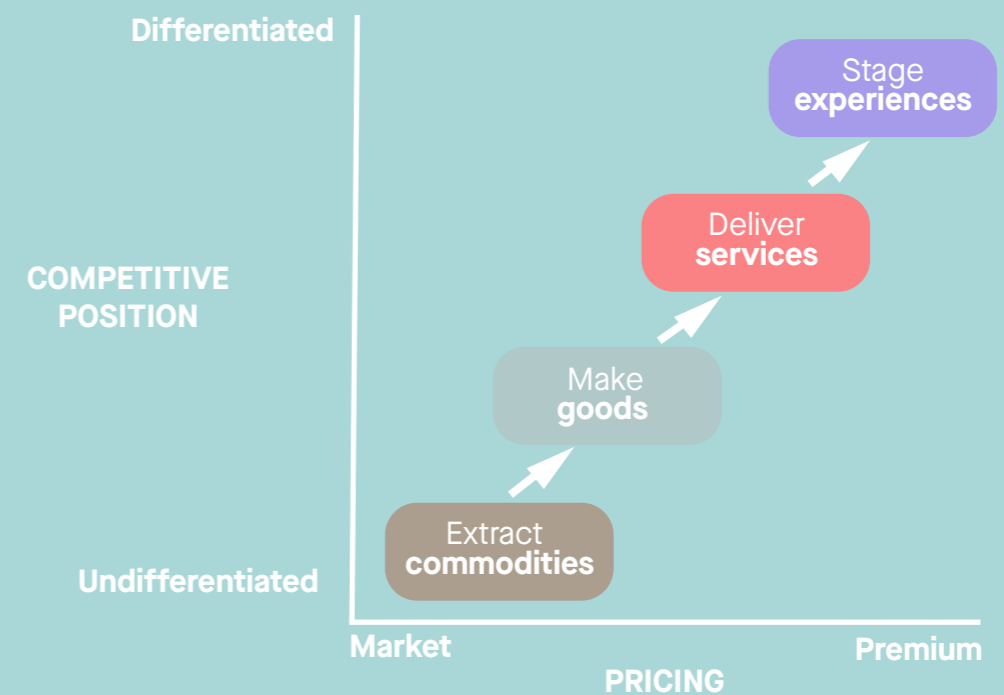


Image 18: J. Pine's (1998) progression of economic value

Shaw(2009) defined four different emotional clusters that can be evoked by an experience: the destroying cluster, the attention cluster, the recommendation cluster and finally the advocacy cluster. He identified 20 emotions that either drive or destroy the value in a customer experience. Shaw combined these different clusters and emotions and created the hierarchy of emotional value (see image 19).

The destroying cluster:

This cluster refers to a negative experience, the customer feels irritated, unsatisfied or any of the other negative emotions. If you evoke this emotion, you will lose value.

The attention cluster:

This is the cluster that often marketers want to evoke, customers feel interested, energetic, stimulated, explorative or indulgent. If this cluster is reached the customer is interested and stimulated to explore what a company has to offer. Statistically, this cluster drives short-term value (Shaw, 2009)

The Recommendation cluster:

This cluster is reached once the customer feels trust towards a company, they feel valued, cared for, focused and safe. Customers are pleased with your service and will continue to use your products or services.

Advocacy cluster:

This cluster is the highest level in the hierarchy of emotional value, the customers feel happy and pleased, they are completely satisfied and will stay with your company.

Both the recommendation cluster and advocacy cluster increase customer retention and customer loyalty (Shaw, 2009). So how does this all tie together in Wonder Inc's model? According to Wonder Inc., all levels of their model need to be in perfect alignment with the customer in order to become an extraordinary brand. In order for the experience level to be in alignment both the functional and emotional elements, from Almquist pyramid (2016), need to be provided exactly in the way the customer wants, or better. More specifically the internal processes and external processes of a brand should ensure that the consumer has the best possible experience, which would evoke the most or strongest positive emotions.

To name the internal and external processes a brand constructs, which influence the consumer experience, I would like to introduce the term; 'constructed experience'. As described by Arnoud et al. ,2002; Brakus et al., 2008, Holbrook, 2000 there are three different moments in which a brand is experienced; when consumers search for products, when they shop for them and receive service, and when they consume them. Therefore, an experience is built up out of multiple aspects, this journey starts at the Functional level.

First of all, it refers to the branded communication which made the consumer aware of the product or service, and all the communication that followed. Secondly, the shop or web shop in which the product or service was purchased. Thirdly, the convenience of the acquisition of

the product or service. Next is the actual consumption of the product itself, did the product live up to its expectations? Did the product or service fulfil both the functional and emotional needs it was purchased for, or more? Furthermore, did the product actually solve the problem it was purchased for in the beginning? Lastly, how are the additional service provided by the company, such as customer care, refund policies etc.. There are also multiple external influences that affect a brand experience, such as mood, use context, environment and many more. However, what these external influencers are, is outside of the scope of this report. Everything a brand can influence, I labelled as the constructed experience. Both the constructed experience and additional external(outside the influence area of the brand) influence the internal processes(in the mind of the consumer) which results in the complete brand experience (Image 20).

As the discussion above addressed, in order for a brand to become an extraordinary brand, it should provide the emotional needs a consumer seeks to fulfil (or more). However, how could we measure how a brand experience contributes to the perception of the brand. Shaw(2009) described emotions as a way to measure whether a brand experience was positive or negative. However, The emotions described by Shaw and their resulting consumer behaviour is only one example of the influence of emotions. So how could we define whether emotions are positive and why is it important that they are positive? If we go back to the decision-making process, we found that the

start of such a process comes from the fact that people are in an undesirable situation and would like to change to a more desirable situation. As the names already point out, an undesirable situation evokes negative emotions, these could, for instance, be frustration, boredom or any other.

In the area of positive psychology, positive emotions have been studied as markers of overall well-being or happiness (Diener & Seligman, 2004; Kahneman, Krueger, & Schkade, 2004). Research has also shown that positive emotions predict or contribute to valuable life outcomes (Lyubomirsky, King, & Diener, 2005), including greater satisfaction and success at work (Losada & Heaphy, 2004), improved immune function (Cohen, Doyle, & Turnerm 2003) and even longer life (Donner, Snowdon, & Friesen 2001). Therefore, one could argue that if a brand evokes a higher number, or more intense, positive emotions than its competitors it will be preferred over its alternatives. However, when it comes to brand experiences which emotions are associated with good brand experiences?

A recent research performed by InMoment(2017), which was based on data from a survey of 20.000 consumers and 10.000 brands based in 12 countries, identified the following emotions as most important for defining brand experiences:

- 1.Satisfied
- 2.Safe/reassured

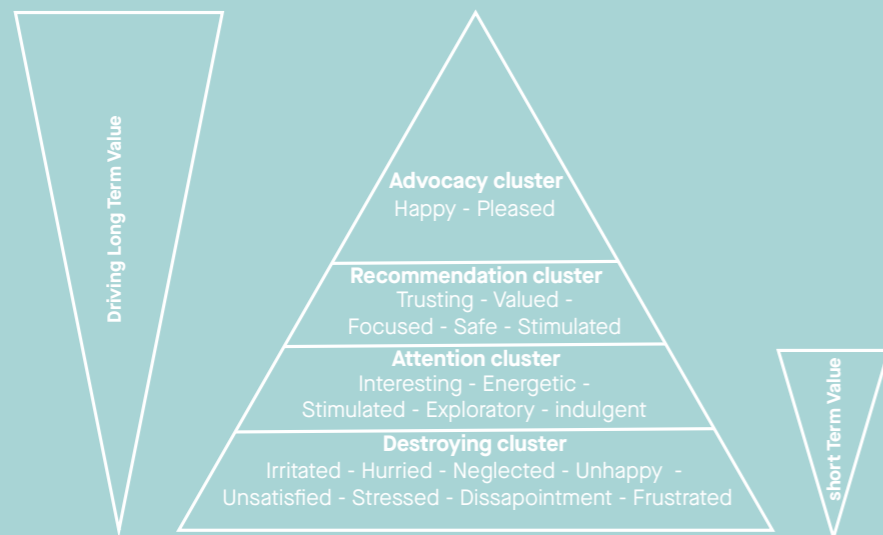


Image 19: Shaw's (2009) model of hierarchy of emotional value

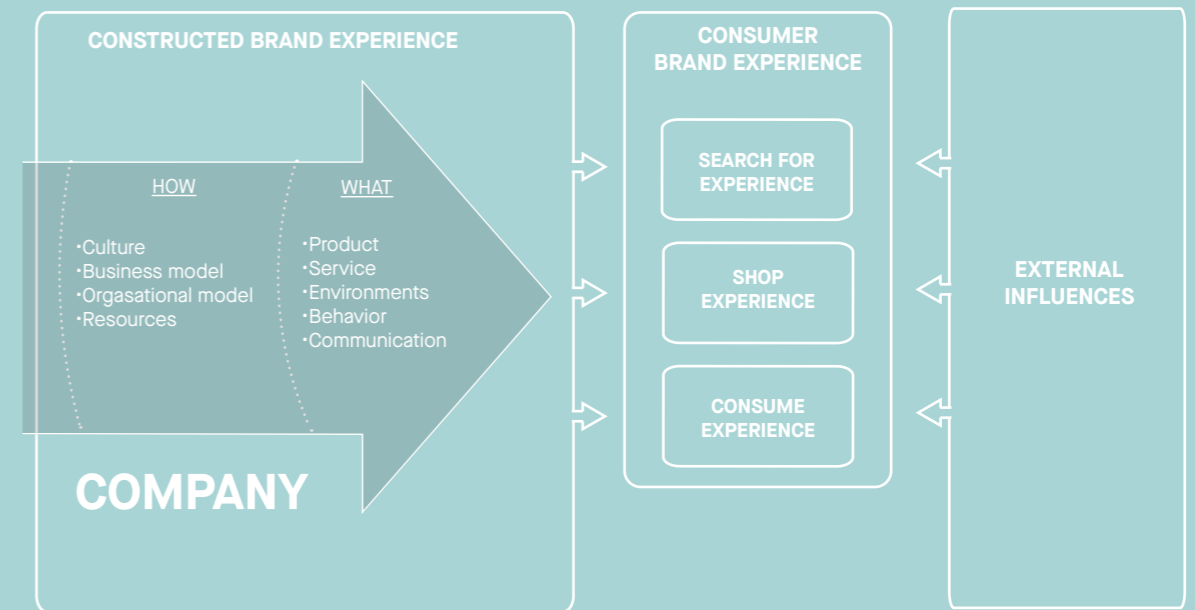


Image 20: The consumer brand experience is influenced by both the 'constructed brand experience' and by external influences.

3. Important
4. Relaxed/ at ease
5. Enjoyment
6. Part of something special
7. Excited
8. Entertained

The importance of positive emotions and understanding which positive emotions are most important when it comes to brand experience led to the third hypothesis.

H2: An extraordinary brand is perceived to provide value on the experience level, because it evokes, for a specific consumer, (intense) positive emotions.

Only mapping the positive emotions would only be half of the equation of a brand experience. Negative emotions, as a result of an experience, have been proven to last longer and even have a stronger effect on the memory. Moreover, bad impressions and bad stereotypes are quicker to form and more resistant to dis-confirmation than good ones (Baumeister, Bratslavsky & Finkenauer 2001). However, in order for a brand to become extraordinary and so be the only choice the positive experiences must outweigh the negative ones. Or at least the experience of the extraordinary brand has to have fewer or less intense negative experiences. The strongest and most important emotions associated with negative experiences according to InMoment(2017) are :

1. Disappointed
2. Frustrated
3. Disrespected
4. Angry
5. Unsure
6. Resigned

This led to the following hypothesis:

H3: An extraordinary brand is perceived to provide more value on the experience level, because it evokes, for a specific consumer, few (intense) negative emotions.

But how does this fit within Wonder Inc.'s model. As earlier described, the complete brand experience consists

of three different parts. Search for experience, shop experience and the consume experience. This definition, or scope, of what the complete brand experience is, is defined by time. However, if you think of each of these different stages, there are multiple different 'jobs' that need to be done. Each of these different stages consists of functional, emotional and social jobs (see image 21). Therefore, another way of looking at the brand experience is by dividing it into the different jobs that need to be done. Each specific job has a certain experience, of how the process of achieving its aim or goal went. As Clayton Christensen explained, during these experience certain pains and gains are experienced (as described on page 22, Alinea 3) and these pain and gains resulted in certain positive and negative emotions (see image 22).

So concluding, the Experience Level brings together many aspects of a brand. Ranging from both attributes on which a brand can influence and aspects that are out of their power. All these aspects together build a brand experience in the mind of the consumer. During each stage of the brand experience (search for, shopping and consuming experience) functional, emotional and social jobs need to be done. These different jobs result in experiences, which evoke certain emotions, that can both be positive or negative. Since a brand that operates on the experience level not only focusses on WHAT a consumer wants, but also HOW they want the process of obtaining their aims/goals to occur, they not only fulfil functional needs but also emotional needs. However, because they do not exactly know why a consumer wants to achieve those aims/goals, they do not fully provide the social job for the consumer (see image 23).

Which emotions are associated with an only choice brand will be further researched during the qualitative and quantitative study. To be sure that the data is 'pure' I will use the PANAS scale to measure the emotions. Participants themselves can decide whether an emotion is desirable or undesirable. This is since certain emotions may seem negative, however, in a certain context, they are actually positive. For instance, when you visit a horror house you want it to be scary, and so to some extent experience fear. So in that context, fear is a desirable emotion. Whereas in other situations it is undesirable.

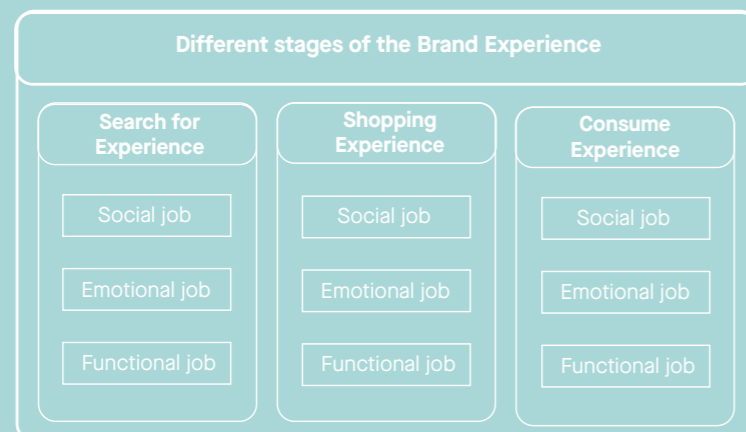


Image 21: Each stage of the brand experience consists of the three different jobs that need to be done.

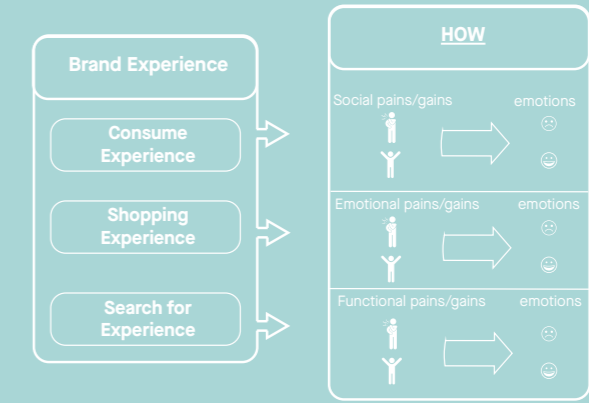


Image 22: Each stage of the Brand experience has a functional, emotional and social experience. Each experience has certain pains and gains resulting in both positive and negative emotions.

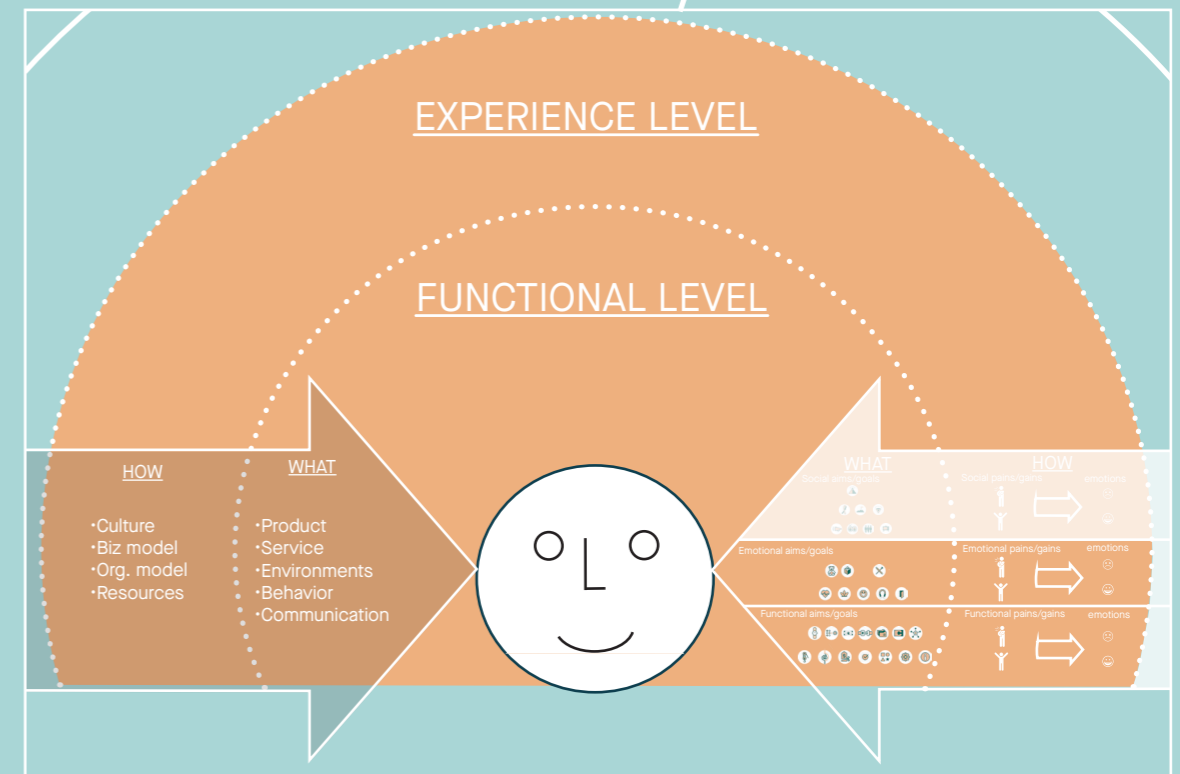
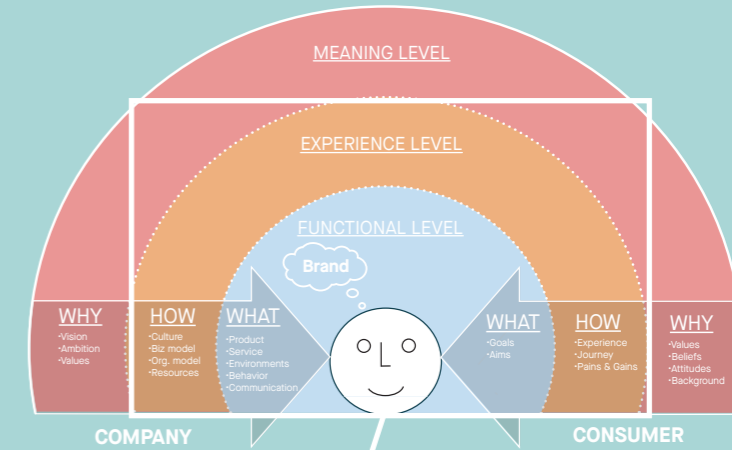


Image 22: Brands that operate on the Experience level understand WHAT consumers want and HOW they want it, however they do not completely understand WHY consumers want it. Therefore, they can not properly provide all jobs, especially does related to the social jobs.

MEANING LEVEL

In the previous chapter we discussed Joe Pine's book (1998); 'The Experience Economy' and his model of the progression of economic value were presented. In later years Joe Pine (2011) introduces an additional layer on top of the experience layer. He states, that when an experience is provided so well, it can become a life-changing experience. Meaning that it transforms the consumer, who has gone through that specific experiences. In some sense, as he stated: 'you guide a consumer to change'. In essence, you provide an experience, that will provide results for the consumer long after that experience has been provided. In other words, your product/service and specific experience are more, it provides additional meaning for the consumer. This brings us to the final level of Wonder Inc.'s model, the meaning level.

So what value can a company deliver on the meaning level? How is this part of the overall brand perception? This led to the third sub research question:

R3: What type of value does an extraordinary brand deliver on the Meaning level and how is this perceived by consumers?

What does 'meaning' mean?

Where does meaning, or the search for it come from? Before diving into what it takes for a brand to reach a higher level of meaning for its consumers, it is interesting to take a look at what 'meaning' means in other disciplines and how it has been defined. An interesting spot to start is probably that of the area of psychology and philosophy. Philosophers, theologians, and everyday people have searched far and wide to understand the meaning and ultimate purpose of life (Park, Park & Peterson, 2010). Some argue that 'meaning' is too subjective or value-laden to address scientifically (Park & Peterson, 2009) others believe that life has no existential purpose beyond the pursuit of pleasure and the avoidance of pain (Freud, 1961; Skinner, 1971). However, in contrast, Frankl (1959), and others inspired by his work ((Maslow, 1954; Rogers 1961; May 1953; Klinger 1977), stressed in the theory on logotherapy the importance of life's meaning for well-being. A fundamental of logotherapy is the will of having meaning in life, as primary human motive (Park 2010). According to logotherapy, people will endure pain and hardship, however that these struggles and suffering must have some form of meaning and value (Park, 2009). More contemporary positive psychologist proposed that meaning in life remedies the bad and enhances the good (Baumeister & Vohs, 2002; Ryff & Singer, 1998; Seligman, 2002).

How could we define meaning? Peterson, Park, and Seligman (2005) offered a rather general definition of meaning in life or rather, of a meaningful life: one in which people feel connected to something larger than themselves. In general, a sense of meaning is often related to external goals (Antonovsky, 1979; Emmons, 1986), and the intention to accomplish something of significance beyond the self (Damon, Menon, and Bronk's, 2003). So, to summarize, having meaning in life, means being part of something bigger than yourself, and create or be part of the creation of something significant that affects not only you but others as well.

So why exactly is it important? Research has shown that a life framed by meaning is more satisfying than a life centred on pleasure (Peterson et al., 2005). This is interesting since most of the psychology's dominant perspectives, such as psychoanalysis and behaviourism, assume that hedonism is a fundamental principle of human conduct (Park & Peterson, 2009). So even though psychology often assumes that many of the things people do and think are based on the search for pleasure, however, research has shown that the search for meaning will result in a more satisfying life.

Due to its importance different disciplines have integrated it into their practices, Design is one of them. Consumers have become more aware of the products they surround themselves with and how these artefacts create meaning for them. These artefacts create meaning due to the interaction they have with their users (Krippendorff, 1993). This risen awareness among ordinary people, in which they no longer purely look at the functional aspects of a product, but pay attention to the meaning of a product, has led to new approaches within Design. As Krippendorff (1993) stated: "Meaning is or should be design's

most central concern." Meaning in this sense refers to the improvement of the experience a consumer has with a product. However, in later work Krippendorff (2005) suggests that Design has to shift gears from a preoccupation with appearance and surfaces of tangible products to designing material and social artefacts that have a chance to make sense to their users, aid larger communities, and support a society that is reconstructing itself in unprecedented ways and at record speed. The execution of this suggestion would lead to products that would enable a more meaningful life for consumers, as described by Peterson, Park, and Seligman (2005). However, how meaning is described by Krippendorff (2005) is not understood in the same way by everybody.

Meaning in Design has a wide variety of definitions and applications. One could, for instance, say that a tattoo has a meaningful design because there is a bigger story behind it. A product that enables a person to have a pleasurable experience with friends or family, such as a board game, has certain meaning as well. Lastly, a person could argue that the electric car is a design with meaning, due to its difference in environmental impact, in comparison to its oil-driven counterpart. This shows how meaning can be interpreted and experienced on different levels. A tattoo has more individual/personal meaning, a board game has social meaning, and the electric car has societal meaning.

In physiology, I summarized the different definitions of meaning as: "having meaning in life, means being part of something bigger than yourself, and create or be part of the creations of something significant that affects not only you but others as well.". Therefore, in this context, a product which enables the consumer to achieve such goal would be a meaningful product or design. However, as described above, meaning within design does not necessarily mean that the design itself enables the consumer to be part of something significant that not only affects themselves but others as well. Moreover, how meaning is described in Philosophy is perhaps more specific than how it is used in Design. But one could argue, that the tattoo could stand for a certain movement, which stands for a bigger goal (for example environmental impact or maybe even for a certain religion). That the board game enabled the players to be happier, which they, in turn, pass on the other people and so improves the overall happiness, and not just of the players themselves. The electric car example and its environmental impact being the most obvious one.

As described above, the way in which meaning can be defined or interpreted can widely differ. Moreover, what for one person may be a meaningful design may not be so for another person. Therefore, I would like to argue that there is a certain range within which 'meaning' can occur. So, what does this mean for brands? What role can brands play when it comes to meaning, do they as well

have multiple layers in which they operate, ranging from an individual level to perhaps a societal level?

Meaning in Brands

Before diving into what role a brand can fulfil when it comes to creating meaning to its users, we first take a step back and look how brands, or rather its consumers, have transformed their understanding and why they started their quest for meaning. In Martin Neumeier's book 'The Brand Flip' (2016) he argues that the power has flipped from companies to consumers. No longer companies decide on what consumers' want, consumers decide themselves. "People are no longer focussed on products, but on the meaning, they bring" (Neumeier, 2016 pp. 9). He argues: "people hate to be sold but love to buy" (Neumeier, 2016 pp.11). They want to buy into a tribe, and so build their identity. Moreover, he states that the competition is no longer between companies but between tribes, and the company with the strongest tribe wins (Neumeier, 2016). But what does it mean to have a strong tribe? It means that consumers become your ambassadors, they promote your company and feel a part of it, not only do they promote in good times, they defend in bad times. This is due to the fact that the company has become a part of themselves and so an attack on their brand is indirectly an attack on their own identity (Neumeier, 2016).

If we look back at the history of brands, and how they have developed over time, we see a similar trend. First During the 70's this dimension, of being more than just a brand, was addressed by companies. Brands wanted to become more than just a producer or distributor of products or service. Brands wanted to become the symbol of movements, Adidas and their presence in the rap scene is one example. Brands wanted to mean more to their consumers. However, during the 80s we saw a fall of this status due to the rise of an anti-authority and aspiration movement. The results were a high level of distrust towards brands and led to the search for authenticity and honesty. This level of distrust, or more specifically the requirement of brands to be honest and act with integrity, in order to win the heart and mind of consumers, still stands to this day.

So why is this now so important? Do people nowadays have higher need to show who they are, to which group they belong and what they stand for? The search for belonging dates back to a human drive for social relationship, theorists have suggested that forming and maintaining social bonds reflects an innate tendency that is adaptive and crucial for survival (Ainsworth, 1989; Axelrod & Hamilton, 1981; Barash, 1977; Baumeister & Leary, 1995; Bowlby, 1969; Buss, 1990; Moreland, 1987). Even more, there are physical and mental health repercussions of failing to form interpersonal attachment (Baumeister & Leary, 1995). Lambert et al. (2013) demonstrated in a recent

study that there is a robust correlation between a sense of belonging and a meaningful life. Moreover, it showed that priming belongingness increased meaningfulness, even more, that feeling a sense of belongingness is a powerful predictor and cause of finding life meaningful. However, as described above, the search for belonging and a meaningful life is a basic human need. So why are consumers today, searching more for these attributes in brands and products than before? Globalization may play a big role in this, in the past people were confronted with others on a smaller scale. Showing who you were, which group you would like to belong to, and what you stand for were easier to communicate. After all, there was a smaller group you needed to convey your message to. Moreover, relevant issues and topics were more local, there were fewer groups and so the possibilities more limited.

For instance, in the middle ages, in England, people perhaps didn't think about what was going on the other side of the world, and so had no opinion about it or need to express themselves. Nowadays, everybody is prompted to have an opinion on something. There are so many people, subjects and groups that it has become harder to let yourself be heard and to show who you are, and where you belong. Whereas in the past it was perhaps sufficient enough to explain yourself to others, nowadays not everybody listens or understands what you say. Products and brands have provided new ways in how people can build their personal identity, show what group they belong to and what they stand for. Brands and products have become means of self-expression that bypass languages or cultural barriers. They are tools that passively convey your message, they show who you are, what you belong to and what you stand for, without actively having to explain it yourself.

Using brands as a mean for Self-Identification

As described earlier, a tattoo can be seen as a meaningful design. It tells a bigger story, it stands for something and perhaps is a mean for that specific consumer to express themselves. However what role can a brand and their products play on this level? Consumers can see the products, of a specific brand, as an extension of themselves. Furthermore, Goffman(1959) and Belk(1988) both showed that consumers unconsciously (and sometimes consciously) know that their possessions are intimately tied to their sense of the self. Product ownership and use help consumers define and live out their identity. They describe that there are six components that people may include in their concept of 'I' (Mittal, 2006, p. 552): Our bodies, our values and characters, our success and competence, our social roles, our traits and finally our possessions. Mittal (2006) argues that these six components apply to everybody, however, their individual importance and order may differ.

According to Eckhart & Houston(1998) and Dolfma (2004) there are two reasons why the things we own de-

fine us: (1)We spend a lot of time with the things we own, they virtually surround us, so we begin to see ourselves as part of those things, and not as part of things that surround someone else; and (2) We use things to bring out our inner 'I' for display so others may see us for who we are. Mittal describes that these possessions can relate to one's self in two ways: (a) by being instrumental to enhancing their 'self sans possessions', and (b) by becoming a valued possession. As to the second role, product possessions become part of the self (actual extended self) by six mechanisms: by self-biased choice, by investment in acquisition, by investment in use, by bonding during use, as a collection, and as memory markers (Mittal, 2006, p. 557).

If we think again of John and the role Dyson played in his life, he felt that some of the attributes such as quality, speed and power resembled aspects of his own life. In addition, Dyson's mission to lower its environmental impact was the same as what John sought to achieve. Therefore, Dyson stood for characteristics he could identify himself with or how he wanted others to perceive him. The products of Dyson, his extraordinary brand, had become a mean for self-expression. Therefore, an extraordinary brand provides value to its consumer since it enables them to express themselves and so build their personal identity. This led to the following hypothesis:

H4: Product identification is positively related to positive brand perception.

Using Brands for building a social identity

Brewer(1991) and Tajfel & Turner (1985) with their theory of social identity take it a step further. They argue that when people articulate their sense of self, people typically go beyond, to develop a social identity. They do so by identifying with or categorizing themselves in a contextual manner (Kramer, 1991) as members of various social categories (image 9) (e.g. gender, ethnicity, occupation, sports teams as well as other, more short-lived and transient groups.) (Bhattacharya, 2003, p.77). According to Brewer (1991), people do not even need to interact directly or feel strong interpersonal ties to perceive themselves as members of a group. Prat (1998) and Scott & Lane (2000) suggest that in line with social identity theory, people seek out organizations for identification purposes even when they are not formal members. Bhattacharya (2003) argues that the unprecedented corporate influence and consumerism, certain companies represent and offer attractive, meaningful social identities to consumers that help them satisfy important self-definitional needs (Bhattacharya, 2003, p.77).

As the literature mentioned above explains, both from a product perspective as from a corporate perspective, consumers tend to use their possessions' or belonging to a group as a mean for self-expression and creation of social identity. Consumers only do that if that specific

product or corporation stands for what they see as a representation of themselves or what they would like to see as such. Which is in line with the highest level of Wonder Inc.'s model, in which they argue that an extraordinary brand is perceived as such, when its beliefs, characteristics, and values are in alignment with the consumers' beliefs and values. Furthermore, according to Wonder, as described in the introduction: "*your brand is your business and your business is your brand*", which implies that your brand is everything your company does and stands for. Everything a company does and stands for, ranges from a physical product to the highest value within the corporations' strategy. This all accumulates to create the brand perception of a specific consumer. Therefore, one could argue that there is alignment on the highest level within the model of Wonder Inc. when a certain degree of both product and corporation identification has taken place.

Moreover, research also suggests that people's identification with an organization is based on their perceptions of its core or defining characteristics, that is, its perceived identity (Dutton, Dukerich, and Harquail 1994). This identity is shaped by a company's mission, structure, processes and climate and, as do individual identities, represent possibly hierarchical constellations of characteristics or traits (Kunda 1999; Scott and Lane 2000) that are central to the organization, distinctive from other organizations, and relatively enduring over time (Albert and Whetten 1985). This research elaborates on which aspects of a corporation a consumer builds their opinion towards that specific corporation. This is in line with the Model of Wonder Inc. which has two sides of the model, the Customer and Company. The model encompasses the same context as described by the Albert and Whetten (1985).

However, Wonder Inc.'s model has additional aspects, which also contribute to the perception of customers. For example, in the literature described above the aspect of the products produced by the companies and the resulting experiences are not mentioned. Therefore again, one could argue that Wonder Inc.'s model is a combination of both product identification (as described by Goffman, 1959, Belk, 1988 and Mittal, 2006) as well as corporation identification (as described by Dutton, Dukerich, and Harquail 1994, Kunda 1999; Scott and Lane 2000). The combination of product identification and corporation identification creates, Brand identification (Image 12).

So, what does this mean for an extraordinary brand? A different example than John and Dyson may be more explanatory here. Imagine Stacey, Stacey loves fashion and is always searching for the best possible clothes and accessories that suit her and her lifestyle. For Stacey Louis Vuitton is the only choice when it comes to bags. Her goal or aim is not just transporting items from A to B in a convenient way, it is about being seen, creating an image of herself (perhaps how she sees herself or how she would like to others to see her). For Stacey, the brand Louis Vuitton stands for; style, quality, exclusiveness and pretty aesthetics. Stacey identifies herself with these attributes and believes that wearing Louis Vuitton provides her with a certain status, it enables her to show others to what 'group' she belongs. Therefore, Stacey not only identifies herself with Louis Vuitton, but the brand also enables Stacey to build her social identity. This led to the following hypothesis.

H5: corporation identification is positively related to positive brand perception.

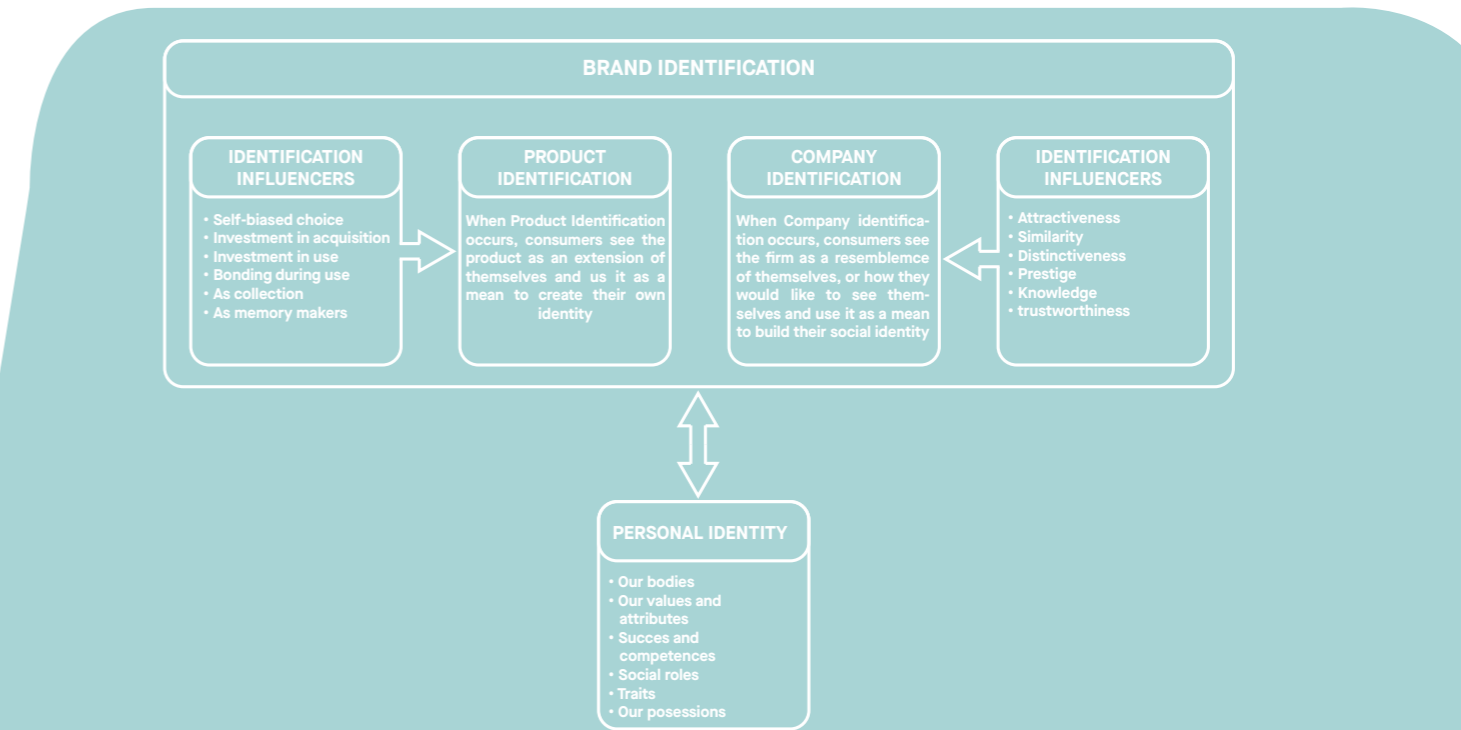


Image 23: Brand identification means the consumer identifies with the whole scope of a brand, ranging from product identification till company identification.

Cultural branding

In design there were multiple layers in which consumers saw meaning in the products they owned, ranging from individual meaning to societal meaning. In the previous chapters, we described how brands can play a role in self-identification and constructing a social identity. However, what impact can a brand have on a societal level? If we look back to the definition within psychology, in which meaning enables an individual to feel part of a group and to achieve something of significance, that not only influences themselves but also others, how could brands play a part in this? Perhaps if they are the symbol of a movement, as described in chapter 1: a brief history of brands?

Cultural icons play a big role in everyday life. Think, for instance, of Andy Warhol, Nelson Mandela or Steve Jobs. However, cultural icons are not limited to just people, it can also be fictional characters such as Captain America or Rambo. Furthermore, products and even companies can also be cultural icons, such as the NGO's Greenpeace and Amnesty International. Holt (2004, pp. 1) stated:

"People identify with cultural icons and often rely on these symbols in their everyday lives. Icons serve as society's foundational compass points – anchors of meaning, continually referenced in entertainment, journalism, politics, and advertising".

Douglas Holt in his Book: *'How Brands Become Icons: The Principles of Cultural Branding'* (2004) introduced the term 'cultural branding', or more specifically a branding model which he calls 'cultural branding'. He based his model on brands that are according to him best-in-class identity brands that have spun such a compelling myth that they have become cultural icons. Moreover, cultural branding applies particularly to categories in which people tend to value products as means of self-expression, such as clothing, home decor, leisure and more. However, is not limited to these obvious categories. Holt (2004) states, that in categories such as lifestyle, image, badge or ego-expressive products competition is fierce. These groups often compete with incremental advantages and often momentary gains. But He argues that brand's myth embedded in products are difficult to replicate and thus a stronger or more lasting strategic advantage.

So what are iconic brands according to Holt(2004)? Holt (2004, pp. 8) described iconic brands as follow:

'brands that perform identity myths: simple fictions that address cultural anxieties from afar, from imaginary worlds rather than from the worlds that consumers regularly encounter in their everyday lives. The aspirations expressed in these myths area an imaginative, rather than literal, expression of the audience's aspired identity.'

These myths are drawn from populist worlds as source

materials, to create credibility of its authenticity and that it is grounded in the lives of real consumers who are guided by these beliefs (Holt, 2004). According to Holt, these myths help consumers repair these anxieties and smooth tensions. Moreover, it helps create purpose in the lives of consumers and builds their identity when it's under stress. When a brand has performed its 'myth' the audience over time will perceive it in the brand's markers, such as its name logo and design elements. A brand then becomes a symbol, a material embodiment of the myth. This symbol can be used to lessen consumers identity burdens. Consumers who make use of brand's myth for their identities forge tight emotional connections to a brand (Holt, 2004).

So, what is the role of Iconic brands? Holt (2004) states that iconic brands function like a cultural activist, these brands motivate and encourage people to think differently about themselves. Moreover, the most iconic brands are predictive, addressing the leading edges of cultural change. These brands not only provide benefits, create personalities and or emotions. Their myths activate people to reconsider accepted ideas about themselves. Holt points out that the value of these myths is not the myth itself but rather the alignment with societies growing identity desires.

So, what does this mean for extraordinary brands, what role do they play in the life of their consumers? As Holt described; brands can become the icon of certain movements, they can become the physical embodiment of cultural movements. When thinking of John and Dyson, using Dyson products and having surrounded himself with their products was his way of lowering his carbon footprint and perhaps showing others what greater goal, he stood for. Dyson for him was a means to be part of a movement that would have a significant impact, not only on him but on generations after him. Therefore, referring back to psychology's definition of meaning, Dyson enabled John to have a meaningful life or at least more meaning in his life.

Concluding, I would like to argue that Brands can operate on three different levels when it comes to providing meaning. Firstly, as a mean for self-identification, secondly to build a social identity and lastly as a cultural icon, as a mean to be part of something bigger, something of significance, that not only affects the user but others as well. This led to the following hypothesis:

H6: When a consumer sees a brand as a mean to achieve something bigger, that not only affects themselves but others as well, it has a positive effect on the brand perception.

Furthermore, all aspects of meaning, that are provided in the meaning level provide meaning for people, it provides a sense of purpose or proof of their existence. Therefore I would like to introduce a new term, Extraordinary brands provide meaningful value, by enabling the consumer to

build their self-identity, social identity, and be part of something bigger that not only affects themselves but others around them. To simplify the names, being part of something bigger that not only affects themselves but also others will be called 'Brand Impact'. This since it stands for the impact the consumer seeks to make using the brand as a tool.

So how does this fit within Wonder Inc's model? As described earlier, brands that operate on the Meaning level understand exactly WHY it is that consumers seek to achieve certain aims and goals in a certain way. As the literature above describes, these WHY originate from the desire to create their self-identity, their social identity and to be part of something bigger that not only affects them but also others around them. This higher meaning, or WHY consumers do what they do, is not related to one job, it is an accumulation of all jobs together. Therefore, when it comes to the meaning level the WHY's will not be divided according to the job, but encompass the complete scope. Because brands know WHAT consumers want, HOW they want it, and WHY they want it they can help the consumer perform all types of jobs, ranging from functional, to emotional to social (See image 24).

How could we measure brand 'meaning'?

But how could you describe or define If a consumer feels a specific brand provides them a tool to achieve meaning? What is the frame of mind behind it? A way of

measuring whether a brand is extraordinary, which is how Wonder Inc. would describe a company that is the only choice, and so provides value on all levels that help build the brand perception of a consumer. One could argue, that when a brand is the only option for a consumer when it comes to finding a solution or tool that could help them to achieve a specific goal, that specific consumer is completely loyal to that specific brand. Moreover, if a brand provides meaning for a consumer, why would they switch to another brand?

However, brand loyalty can be described and measured in multiple different ways. Bloemer and Kasper (1994), describe that there are two types of brand loyalty; true brand loyalty and spurious brand loyalty. They define true brand loyalty in the following way;

"the Biased (i.e. non-random), behavioural response (i.e. purchase), expressed over time, by some decision-making unit, with respect to one or more alternative brands out of a set of such brands, which is a function of psychological (decision making, evaluative) processes resulting in brand commitment."(Bloemer & Kasper, 1995, p. 313)

The biggest difference with their definition of spurious brand loyalty and true brand loyalty is the last part of the sentence. With spurious brand loyalty, it is described as;"*a function of inertia.*" instead of "*a function of psychological (decision making, evaluative) processes resulting in brand commitment*". So, the key difference be-

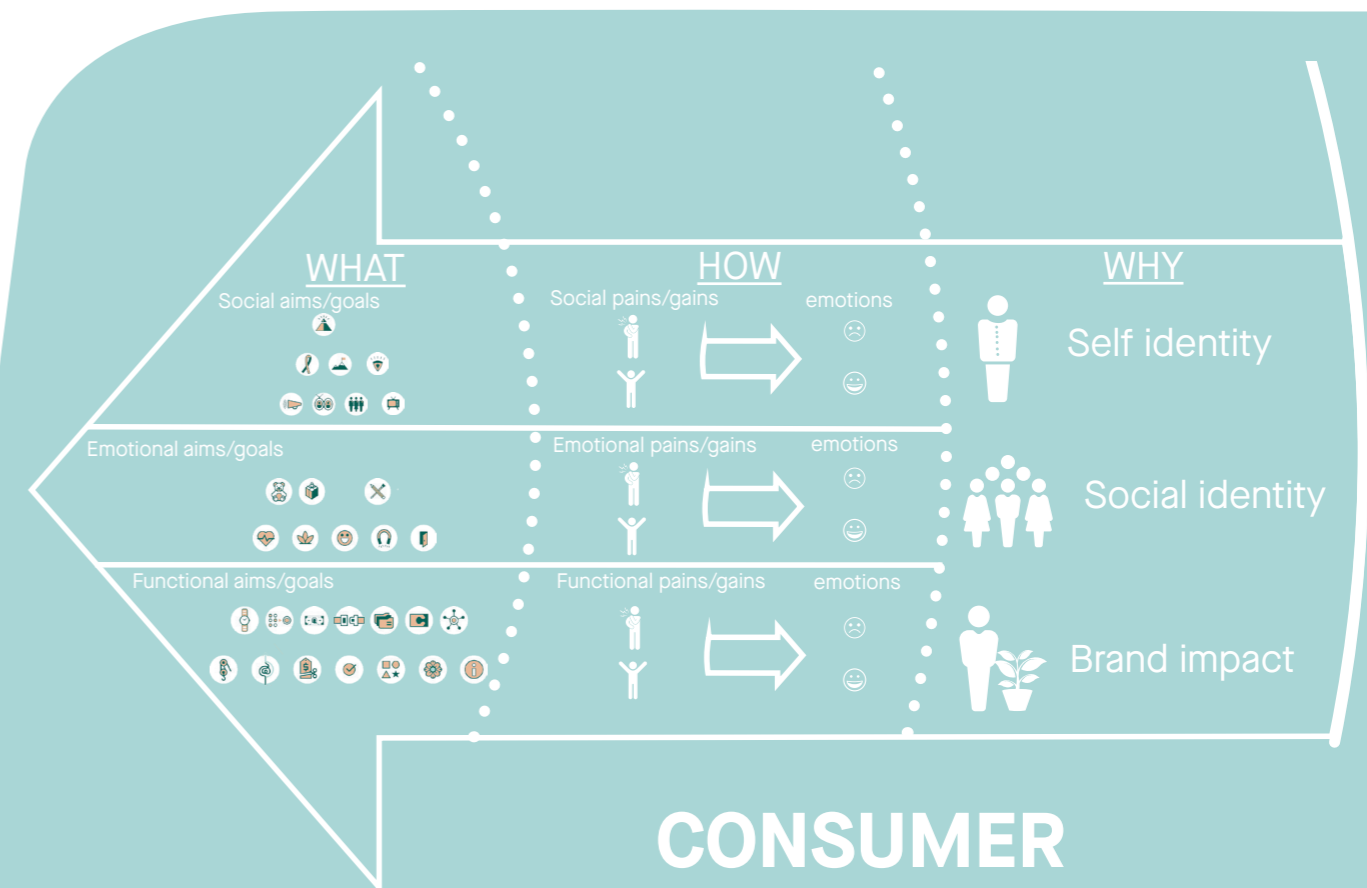


Image 24: A brand that operates on the meaning level understand exactly WHAT consumers seek to achieve, HOW they want to achieve it and WHY they want to achieve that. Because of this they fulfil all jobs for the consumer.

tween the two is the level of commitment, the first having a high level of commitment and the later having none. Both definitions are based on the definition of brand loyalty by Jacoby and Chestnut (1979, pp 88-11). Brand commitment is described as: "the pledging or binding of an individual to his/her brand choice." (Kiesler, 1968, p.448; and Lastovicka and Gardner, 1978, p.90)

For example, someone could repurchase a specific brand multiple times, and so in some sense being labelled as brand loyal (loyalty is often measured based on repurchases). However, if this loyalty is based on the cheapest price, and a new competitor sweeps in with a lower price, the customer easily switches to the other brand. This is brand loyalty without commitment. When there is a commitment, the customer is less likely to switch brands because they feel committed to it, there are multiple aspects that play a role, and which are harder to provide by a new brand and takes time to build. This could, for instance, be a long-lasting relationship, positive previous experiences or perhaps high investments in the acquisition.

When looking back at the definition of an extraordinary brand and what Wonder Inc. expect customers to experience and feel towards a brand, true brand loyalty is most fitting (as described by Bloemer & Kasper, 1994). Consumers have created this opinion towards a brand over time, by going through the three levels described in their model. They fulfilled their needs, experienced the brand, and have achieved more meaning in life. In order to achieve this, a certain level of commitment is necessary and therefore 'true brand loyalty' better fits within the description of what Wonder Inc. expects the consumer to feel towards their personal extraordinary brand. Moreover, when looking back at the definition of meaning in psychology, it stated that there is a search for being part of something bigger and achieving something that affects more than just oneself. If a brand enables a consumer to feel this sense of meaning, it is only logical that a consumer would not quickly switch and as such feels deeply committed to a brand.

Back and Parks (2003) argue and prove in their paper a more elaborate and deep understanding of Brand loyalty. Their research showed that it consists of multiple layers; Cognitive Brand Loyalty(CBL), Affective Brand Loyalty(A-BL), Conative Brand Loyalty (CNL) and Behavioural Brand Loyalty (BBL). All these layers are directly or indirectly influence by Customer Satisfaction. Below, you can see a picture of their understanding and proven hypothesis (Back & Parks, 2003, P.424, Figure 1)(image 24).

Back and Parks (2003) provide the following description of the layers:

Cognitive brand loyalty:

Loyalty purely based on beliefs of one brand attribute.

Affective brand loyalty:

Loyalty based on pleasurable fulfilment of brand performance.

Conative brand loyalty:

Loyalty achieved once a specific brand commitment arises.

Behavioural brand loyalty:

Customers overt a behaviour towards a specific brand in terms of repeat purchasing patterns.

When relating these descriptions to the model of Wonder Inc., one can see that the layers align with the different levels of the model and that the last loyalty level is a behavioural result of the other types of Loyalty. The cognitive brand loyalty is a loyalty which can be achieved at the Functional level of the model, Affective brand loyalty arises due to previous experiences and happens at the experience level. The conative brand loyalty is created due to the previous two layers and so is a deeper loyalty due to its functional and emotional connections. If the Conative brand loyalty is positive enough it would ultimately result in the behavioural brand loyalty.

Over time the consumer has now repurchased the products or services of that specific brand and has built multiple positive experiences, this complete perception of the brand has led to a certain degree of commitment. And so true brand loyalty as described by Bloemer and Kasper (1994) has been achieved. However, what is missing is the highest level of brand perception/alignment described by Wonder Inc. as being the meaning level. In this level alignment between the beliefs, values and attributes of the brand and customer are achieved. More specifically, the consumer may have to use the brand or its products as a mean for self-identification, to build their social identity and/or to be part of something bigger.

If we would now look back to the different layers of brand loyalty introduced by Back and parks, ranging from Cognitive brand loyalty to behavioural brand loyalty. Behavioural brand loyalty being: "customers overt a behaviour towards a specific brand in terms of repeat purchasing patterns." One could argue that this not encompass the full scope of brand loyalty. Or better said, it more describes an action and behaviour rather than the cause or goal.

Referring back to psychology and theology, a meaningful life entailed that a person feels part of something bigger and creates or helps create something of significance that not only affects themselves but also others. As the literature review above suggests, brands can be used as a mean of self-expression and as a mean to create one self's social identity and so be part of something bigger. If a brand stands for something bigger, in which the consumer can identify itself, that not affects themselves but

also others it has all characteristics of empowering a consumer to achieve a meaningful life. Therefore, referring back to the 4 levels of brand loyalty provided by Back and Parks(2009), I would like to suggest an additional level of brand loyalty; meaningful brand loyalty.

Meaningful brand loyalty:

"Loyalty achieved ones a consumer can not only identify themselves with a brand but that a brand enables them to be part of something bigger and to help create something that not only affects themselves but others."

How all the different levels of brand loyalty relate to Wonder Inc's model has been visualized in image 24.

If we now refer back to John and his relationship with Dyson. For John, there was complete alignment on all levels with Dyson. First of all, the product characteristics of the vacuum cleaner where exactly what he was searching for (Cognitive brand loyalty). He had pleasurable previous experiences with the products Dyson provided (Affective brand loyalty). Due to the products and the previous experiences John has built a certain favourable relationship with Dyson, this takes time to build and as such a certain level of commitment has developed. This commitment has led John to repurchase products of Dyson (Behavioural brand loyalty). However, there is more, Dyson's product characteristics enable John to do his cleaning efficiently and thoroughly. When John wants to do anything, he wants to do it good and quick, and as such he can identify with some of the characteristics of the product (Self-identity meaning). Furthermore, John cares about the environment and wants to do something about it (Brand impact meaning). Both the self-identification properties and the cultural meaning behind the brand help build his social identity (Social identity meaning). By using Dyson, John shows that he cares about the environment and that he is part of a movement that wants to create something of significance, something that will not only affect himself but others as well. And so by hav-

ing this role in John's life, Dyson has achieved meaningful brand loyalty.

Concluding

The literature in this chapter and the following discussions suggest that there are three different levels in which brands can provide meaning. First of all, a brand provides meaning if a consumer can identify with the products or services and what a brand stands for and uses this as a mean for self-expression. The brand enables the consumer to make an image of how they would see themselves or would like others to see them. This enables them to build their Self-identity. Furthermore, corporation identification enables the consumer to build their social identity. The brand can be used as a tool to show others to which group they belong or would like to belong. If both product and corporation identification occur a new level is achieved, which we labelled as brand identification. Lastly, a brand can play a role as a cultural icon. It enables the consumer to be part of something bigger and to create something of significance, that not only affects them but others around them. All these different forms of identifications, means of expression or contribution to something bigger, help the consumer to achieve their purpose. If a brand completely understands WHAT a consumer seeks to achieve, HOW they want to achieve it and WHY they want to achieve it they operate on the Meaning level.

Consumers are all different and so are the products and services brands offer. Therefore it may be that a brand only offers one of the forms of value as described above. Furthermore, perhaps some product categories do not operate on this level. However, in order to get a complete understanding of the brand perception consumers have, it is essential to include this highest level, brand meaning. On the next page, you can find the complete Model. On the next two page you can find a complete overview of the new revised model.

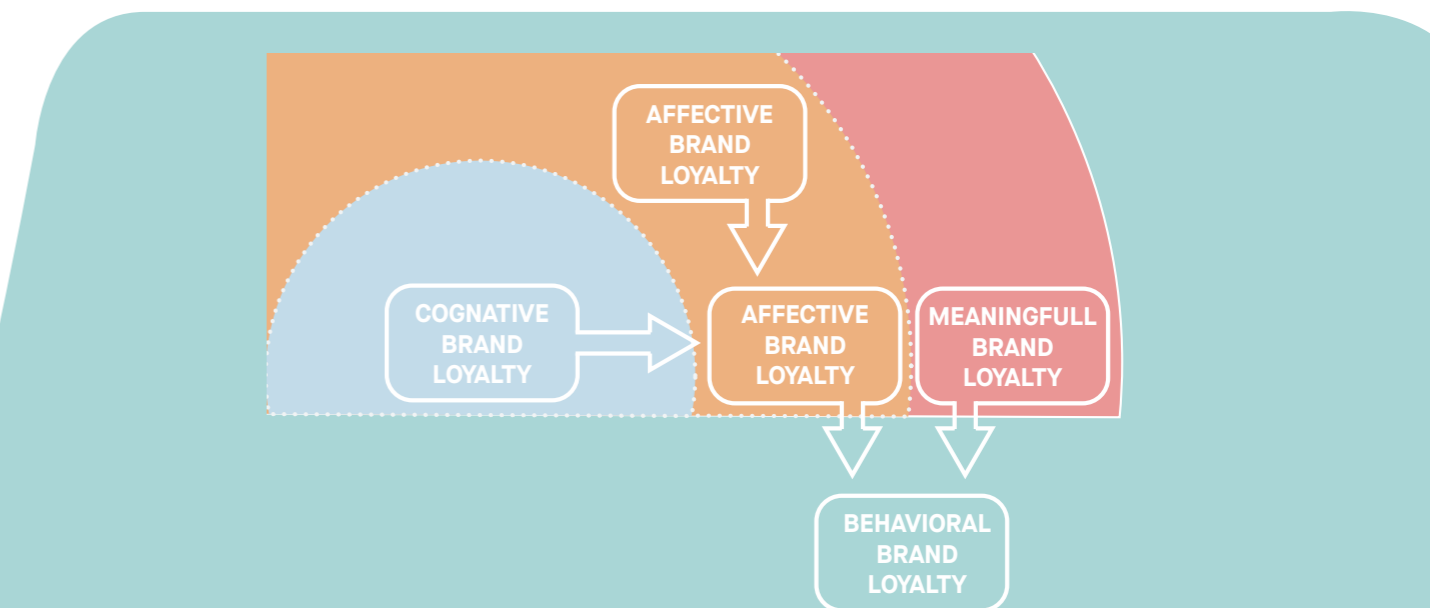
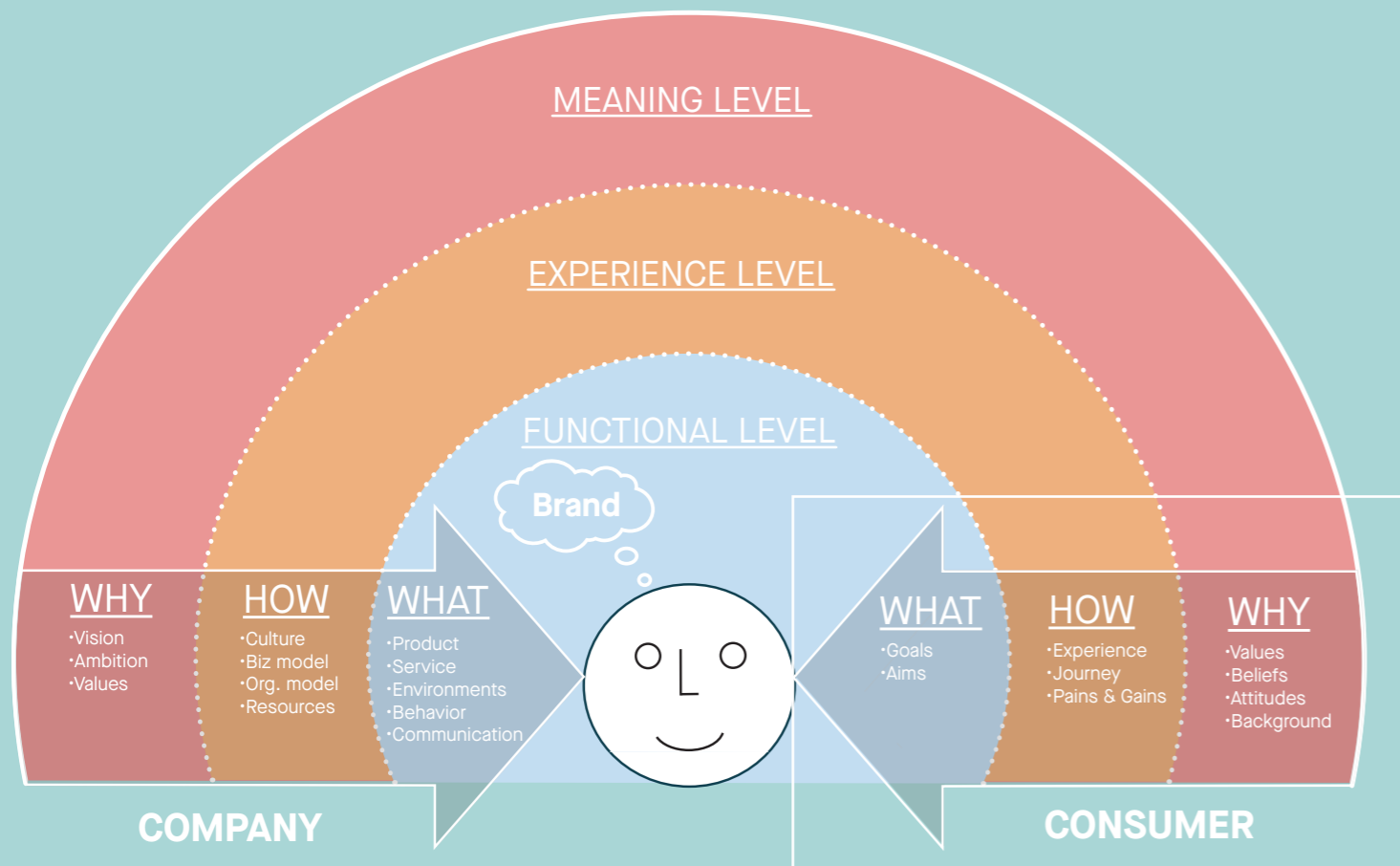


Image 24: Providing value to the consumer on different levels results in different levels of brand loyalty.

Model Overview

On these two pages, you can find a top-level overview of the complete brand model. It shows how a Company and Consumer together build the perception of a brand, which lives in the mind of a consumer. On this page, you can find an image of the model, which includes both sides, the company and the consumer. It explains what the 'WHAT' the 'HOW' and the 'WHY' of each side means, and how they influence each other. On the page on the right, a more detailed look is provided on the consumer side of the model. It shows what each different level means, how it delivers value and how the 'WHAT', the 'HOW' and the 'WHY' of the consumer is build up.



CONNECTING COMPANY AND CONSUMER THROUGH BRANDS

Through their Product, Service, Environments, Behavior and communication a brand offers the consumer WHAT they need in order to achieve their aim or goal.	← WHAT →	The consumer has a certain aim or goal they want to achieve. they need a brand in order to obtain that aim or goal. A brand that would provide them with the best possible WHAT to help obtain that goal or aim would hold the most value.
Through their Culture, Business model, Organisational model and available resources a brand aims to provide the best possible experience to the consumer.	← HOW →	A consumer wants the process of obtaining their aim or goal to go in the most desirable way. They want to have the best possible experience with least pains and most gains. A brand that can provide them exactly that, holds most value
A brand stands for certain Values, has certain ambitions and has a vision. These together make up WHY a brand does what it does. Furthermore it shapes HOW their internal structure is and their operations are run, and WHAT they offer to their consumers.	← WHY →	A consumer has specific reason WHY they want to achieve their aims and goals. Furthermore, there are reasons why they want the process of obtaining those aims and goals to go in a certain way. These reasons are influenced by their Values, Beliefs, Attitudes and Background. A brand that has the right reasons, and stands for the same values, and beliefs holds most value.
COMPANY		CONSUMER

MEANING LEVEL

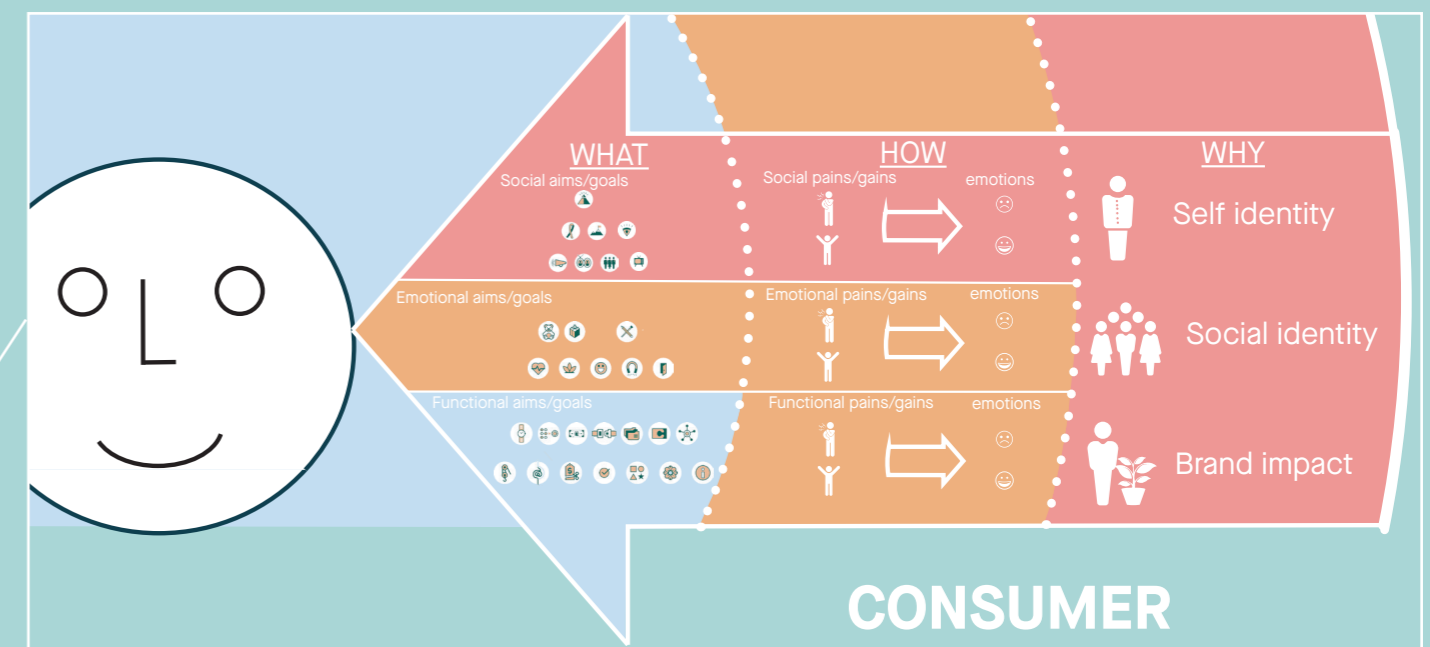
A brand that operates on the Meaning level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way and they completely understand WHY it is that the consumer wants to obtain that aim or goal. Therefore, due to this complete understanding and alignment, the brand not only helps the consumer to perform their functional en emotional jobs, but it also helps the consumer to do their social jobs.

EXPERIENCE LEVEL

A brand that operates on the Experience level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way. However, they do not invest great effort in understanding WHY it is that the consumer wants to obtain that aim or goal. Because their focus is not only on the WHAT but also the HOW, a brand helps the consumer to perform both functional and emotional jobs.

FUNCTIONAL LEVEL

A brand that operates on the Functional level purely focusses on the 'WHAT' of the consumer. They want to offer a product or service that helps the consumer obtain their aim or goal. However, they do not invest great effort in HOW or WHY the consumer wants to obtain that goal or aim. Because of this the Brand merely helps the consumer to perform their functional jobs.



THE WHAT

The 'WHAT' is divided into three different groups. This was inspired by Clayton Christensen theory on the 'Job To Be Done' (2016). It is divided into functional, emotional and social aims/goals. These aims and goals, consumers seek to fulfil with the products and services of companies have been explored by Almqvist et al. (2016) in their elements of value pyramid. They identified 30 different needs consumers seek to fulfil, these needs have been divided according to the different jobs that need to be done.

THE HOW

The 'HOW' is again divided into the three different groups of jobs. Each job that the consumer wants to do (functional, emotional or social) in order to achieve their aim or goal, go through a certain process. The consumer wants that process to go in a certain way. However, during their current process, they experience certain things that go well (gains) and certain things that do not go well (pains). All the experiences together result in certain emotions, the emotions that stick and remain, portray HOW the consumer has experienced the brand.

THE WHY

The 'WHY' is different from the how and the what. It is not divided according to the jobs to be done, this is since these higher reasons behind what a consumer seeks to achieve in a certain way consist of multiple different jobs by them-self. 3 groups were identified from where the 'WHY' from consumers originate. First of all, the need to build their own identity and show who they really are. Secondly, their need to belong to a certain group and so to build their own social identity. Lastly, their need to improve the world, and be part of something significant that not only effects themselves but also others around them.

SOCIAL JOB	The functional job being to perform a specific task or solve a specific problem, for example mowing the grass. It refers to the functional aspect of the WHAT, the HOW, and the WHY.
EMOTIONAL JOB	A emotional job being that the customers seeks a specific emotional state, such as feeling good or secure. It refers to the emotional aspect of the WHAT, the HOW, and the WHY.
FUNCTIONAL JOB	A social job being that the customer wants to look good or gain power or status. It refers to the Social aspect of the WHAT, the HOW, and the WHY.

Qualitative Research

Now that we have an understanding of what needs consumers seek to fulfil, the decision-making process and what each level of Wonder Inc's model entails it is time to go out and test. By having one-on-one interviews with consumers about their only choice, we can really unravel what it is that makes brands, the only choice. Furthermore, we can find out whether the theoretical foundation encompassed all aspects that make an extraordinary brand the only choice.

Research Questions

Before going out in the field it is important to really understand what you want to know, and what the best way to retrieve the data would be. This led to the following main research question.

Q1: Why do consumers consider certain brands the only choice when it comes to a specific purpose?

Furthermore, we not only wanted to find out what the reasons are that certain brands are the only choice, we also wanted to know whether the literature research and the three levels proposed by Wonder inc., incorporate all reasons or drivers why certain brands are the only choice. This led to the following sub research Question.

SQ1: Does the model, and the supporting theory, encompass the complete range of different drivers/motivators and reasons for being the only brand, in the mind of a consumer?

Research set-up

The interview was constructed in such a fashion to facilitate an organic conversation in which the participant shared their experience. The interview is built semi-structured. The participant was asked certain questions and prompted to provide more detail. The questions were constructed in a neutral way, to not push them in a certain direction. Furthermore, the participant is first asked to answer a more open question, once they were finished answering it, more detailed prompts were used to deep dive into that topic. The discussion guide started by asking what, when, how and why the brand is used. Followed by more specific questions for each level. The complete discussion guide can be found in Appendix B.

Throughout the interview, the laddering technique was applied to prompt the participant to provide underlying thoughts and/or motivators. As the interview progresses more focused questions were asked. The interviews were

executed one-on-one both in person and over Skype. Each interview has been recorded and can be provided upon request.

Finding the right participants

To ensure the right participants were found, the participant went through a certain cycle. First, they were asked the following question:

Is there a brand in your life that you would consider the only choice for you?

If the participant had difficulty answering the question, some examples were provided. The examples used, evolved over time. Once the participant found a brand that was for them the only choice they were asked to say to what extent they agreed with the following statement:

When it comes to (selected purpose) there is no other brand I would consider than (chosen brand).

An example would be:

"When it comes to taking the most detailed pictures, there is no other brand I would consider than Leica"

If the participant strongly agreed with the statement, they were ready to participate in the qualitative research. The next step would be to plan the interview, these took place in person and over Skype.

To get a more diverse group, consumer from different countries, different age groups, gender and education level were approached.

This led to a total of 14 qualitative interviews. The participants had four different nationalities: 8 Finns, 4 Dutch, 1 Spanish and 1 American. The age range was from 20-59, there were 6 males and 8 females. Furthermore, 11 different brands were discussed from 6 different product categories (see image 25).

Gender



8 Female



6 Male

Nationalities



6 Dutch



8 Fins

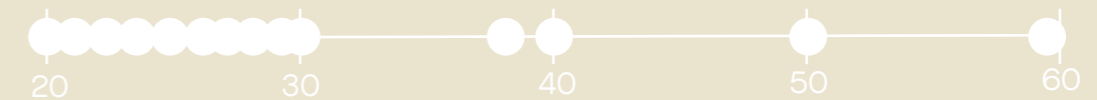


1 Spanish



1 American

Age Range



Product Categories



Clothing



Consumer Electronics



Cigarettes



Textiles



Furniture

Image 25: Nationality, age range and product category representation of the sample group.

Analysing the data

To analyse the data a template was constructed to structure the findings. First of all, quotes from each participant were divided into the three different levels, if statements or quotes did not fit in these levels they were placed under 'Additional Findings'. Furthermore, space to fill in the gender, Age, Nationality, product category were created. The main aim, purpose or goal they want to achieve while using the brand was noted under 'What to achieve'. Lastly, a quote which expressed the degree to which the participant was devoted to the brand was noted under 'Devotion'.

After listening to the recordings and noting all the statements in the appropriate area the data was ready for analyses. First of all, the functional aspects that were important to the participant where made **bold**, the emotions experienced were made *italic and underlined* and lastly all statements related to the meaning level were **colour coded**. This approach was taken to create multiple levels into the data to create more structure and to easier identify patterns. The findings were then summarized on one page in order to discover patterns in the data. The complete data can be found in Appendix C.

Functional level

When it comes to the functional value a brand provides to a consumer a wide range of different attributes were pointed out. Which is logical, since each brand serves a different purpose in the life of the consumer. When it comes to the functional level it became apparent that the literature did encompass the complete range of answers provided.

An interesting aspect, when it comes to functionality, is that consumers tend to forgive, or oversee, a bad performance of their only choice on a specific attribute, simply because it delivers so well on other aspects. For example:

'Well there is one downside, the pockets always break, however, they fit so well and I use them so often that its understandable that it happens, I still continue to buy them' (Clothing - Pants, Michele Magic, P3)

'There are some negative things as well, but my love for the brand makes me care less, or forget those' (Consumer electronics, Apple, P11)

Each functionality was described in a product/brand specific manner. In order to be able to analyse the data properly the attributes needed to be grouped to see what functional value they actually delivered towards the consumer. While addressing this issue it became apparent, as the literature suggested, that Almquist's et al. (2016) provided these "higher" functional values and so the dif-

ferent types of value were grouped accordingly. For instance, one of Almquist's functional value elements was 'sensory appeal', this functional value is provided by all functional attributes that contribute to the human senses. Think of aesthetics, taste, sound etc. Another example would be quality, the participants described high building quality, overall quality, and the material quality etc., these together were grouped under Quality. In addition, certain functional benefits could be addressed multiple times, by one participant. For instance, if the look, the feel and the smell of a product were good it scored three times on sensory appeal.

After grouping all functionality in the different value elements created by Almquist et al. (2016) it became apparent that 'Sensory appeal' was most frequently mentioned as being the main functional value consumers seek from their only choice (see image 26). This is quite interesting, however, the sample size included Food/beverages, Clothing, and personal care. These product categories have to do a lot with how it feels, how it looks and/or how it tastes.

Quality was the second largest functional value consumers seek from their only choice. This has been shown by other research as being an important attribute and so does not come as a big surprise (Phillips et al., 1983).

Simplifies came in on the third place, which could be related to the fact that a brand delivers what a consumer seeks. It makes sure that the consumer retrieves what they seek in the most convenient way to ensure consumer satisfaction.

Reducing risk, was mentioned several times and related both to indirect risk, when it came to furniture being safe for children and direct risk of damaging the product of that brand by for instance being waterproof. It could be that these findings tie into basic human nature in which risk is generally avoided.

Lastly, integration and avoiding hassle were mentioned a few times as well, these two are in some sense quite closely tied together, since the first could result in the second.

When it comes to product categories there are two groups in which we can search for certain patterns, consumer electronics and clothing. This due to the fact that these two groups were represented by multiple participants.

In Consumer electronics 'quality' and 'simplifies' were mentioned as the two main functional benefits provided by the only choice (See image 26). Since consumer electronics are used for a wide variety of tasks it seems logical that these attributes seem important. The consumer wants to perform their task in the easiest way on a de-

vice that provides the best possible results. Furthermore, 'sensory appeal' was mentioned multiple times as well, which in some sense is interesting because a laptop, for instance, is often used for functionality, and its aesthetics do not contribute to this functionality. The importance of these attributes could be related to the social status particular brands have and how these brands are used to create a self and social identity. However, this data could be a bit skewed due to the large representation of apple being the only choice (3/5 out of the consumer electronics group participants).

Regarding clothing, Sensory Appeal was provided as

the most important or most mentioned functional value. Since clothing is worn the entire day and is often seen as a way to express once self it seems logical that these attributes were pointed out most frequently. Clothing needs to fit well and be comfortable. Furthermore, participants explained that they want to enjoy the aesthetics since it is a way of expressing them-self.

Quality was the third functional benefit that was mentioned, a reason for this could be the fact that clothing is worn extensively and so the consumer wants to rely on their clothing and so that it will last for an extended period of time.

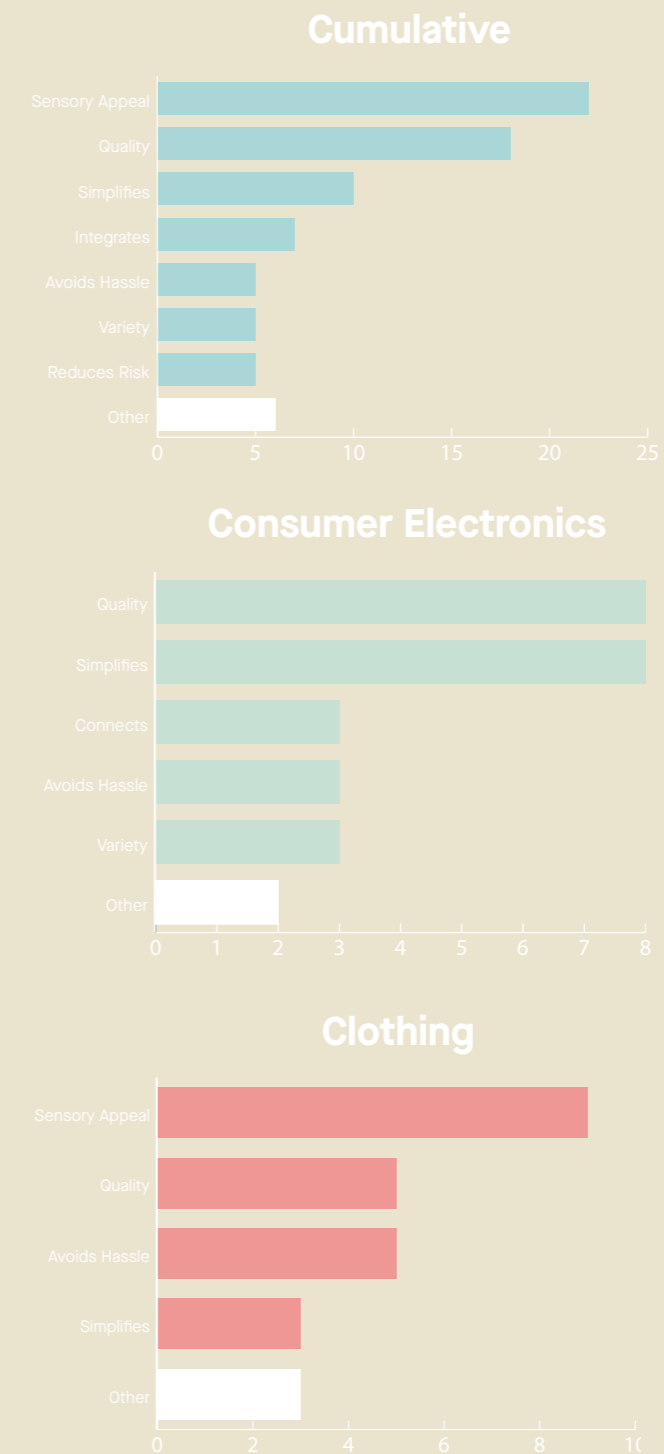


Image 26: Frequency of functional value mentioned by participants

During the theoretical foundation of the report, it was stated that the brand experience encompasses the whole experience one has with a brand, which includes: when consumers search for products, when they shop for them and receive service, and when they consume them. Since the analyses of the meaning level resulted in certain groups of value a brand can provide to consumers, and that these helped to analyse the experienced emotions, we will first discuss the meaning level.

Meaning level

The initial setup up, for the meaning level, involved three different groups of reasons why a brand was meaningful to a participant. These were: the creation of once 'Self Identity', building a 'Social Identity' and the impact the consumer believed to achieve by supporting the brand which was named: 'Brand Impact'. After analysing the data and synthesizing and grouping the data, 5 new groups were identified. Each group resembled a different 'value' of why a brand is meaningful to a consumer. All 8 groups can be found in image 27.

Indirect brand meaning

The brand is meaningful for the consumer due to external factors. Even though the brand did not enable the users to do something or was in any case related to what the brand offered the users, it was part of an experience, or connection between people, and so is associated with the memory of that meaningful experience or person. To explain what this exactly means, some examples are provided.

An example that the brand or a product from the brand was given by a person dear to the consumer, or simply reminds the consumer of a person dear to them.

'That I got my first bag from my mom for my 18 birthday was super special, it was my first Chanel bag and like small girls dream of bags and I always wanted a Chanel bag.'

'Its interesting, I never really thought about the whole connection I have with my mom through the brand, but now I realise it is kind of our thing' (Clothing - bags, Chanel, P8)

Another example is that the brand reminds the participant of their hobby, even though it does not directly enhances their performance or plays an active role in the hobby itself.

'I always feel adrenaline when I think of gopro, I know I will have an awesome day' (Consumer Electronics - Action camera, Gopro, P13)

In addition, indirect brand meaning is that the brand was part of a meaningful experience without actually contributing to it.

'When I was inter-railing, I was in Prague, and my shoes needed to go.... So I left them there on the street somewhere and bought new ones. Which were also actually Vans. And later when I actually moved to Prague people told me that there is this thing, that if you leave shoes somewhere, you would come back to that place someday, and I was like what the F, I left my shoes here 2 years ago and now I'm back.' (Clothing - Shoes, Vans, P7)

The origin of a brand can have an influence on the meaning it has for a consumer. It may or may not be leveraged by the Brand, but it is often outside of the power of the brand and simply is a result of where it was founded.

'The fact that it is Italian is already a dealbreaker for me, for me, it is the home of coffee' (Food & Beverages - Ground coffee, Lavazza, P1)

Lastly, the fact that a brand was recommended by someone whose opinion is valued by the consumer can have a great impact on how meaningful a brand is to a consumer.

'The fact that my very good Italian friend, was the one who introduced me to the brand, and him being Italian, of course, I take his word for good coffee.' (Food & Beverages - Ground coffee, Lavazza, P1)

Brand - Consumer Prestige

That a brand enables a consumer to perform better, obtain their desires, enhance performance and or help achieve a positive outcome in life can have a big impact on how meaningful it is to the consumer.

'My creative output mostly takes place on the laptop, I do computer graphics, and also I guess a lot of anything that I create involves the laptop, if it is writing or design it has enabled me to do things I otherwise wouldn't be able to have done otherwise and organise my life' (Consumer electronics - Laptop, Apple, P6)

Another example in which a brand helps a consumer obtain their desires:

'For instance, FaceTime works really well, you can easily talk to people in other countries. It works really well. For me its important because I can talk with my boyfriend, who lives in another country' (Consumer electronics - Laptop, Apple, P5)

Brand Intimacy

The degree to which a brand, or the products of that brand, is used influences the connection a consumer has with it. First of all, if it is used on daily basis and it is taken everywhere the consumer feels a certain connection towards it, it has become part of their daily routine and so has become an important aspect in their daily life.

'My phone is my personal assistance, with which I Do

everything, and take it everywhere, from waking me up in the morning, my calender, my banking, games, social media,'(Consumer electronics - smart phones, Samsung, P4)

This intimacy can reach such a high level that the consumer becomes dependent on it.

'Without their products, I can't live, I have become reliant on their products, I do everything with them,... I don't mind it at all, it is not frightening to me, I don't care' (Consumer Electronics, Apple, P11)

Furthermore, the intimacy can go to a certain level that the consumer is more willing to make certain trade-offs. It can help them deal with certain dilemma's and sometimes the consumer is simply so invested that they don't want to switch.

'There are some negative things as well, but my love for the brand makes me care less, or forget those' (Consumer Electronics, Apple, P11)

Brand Familiarity

The role a brand has played over the course of one's life can be of great impact in the meaning it has for the consumer. In some sense this is close to brand intimacy, however, it is a bit different. When it comes to Brand familiarity it refers to the role the brand has played over the course of the life of the consumer.

First of all, it refers to the nostalgic value it has to the consumer.

'It kind of reminds me of high school, we were a small group of friends smoking camel, fun times' (Cigarettes, Camel, P14)

Secondly, it can remind the consumer of where they come from.

'Actually, Chanel is a French brand, I grew up in Paris, and so it kind of reminds me of my childhood.' (Clothing - small bags, Chanel, P8)

'It's a lot of things, why Apple is the only choice for me, first of all, it's my family of apple people, I grew up with mac's, I never liked PC's, they were too complicated and I thought weird people used them.' (Consumer electronics - Laptop, Apple, P6)

'A big reason for me for using Samsung is the familiarity, I have been using it for years and know how it works.' (Consumer electronics, Samsung, P4)

Lastly, it can play such a big role in someone's life, that it feels like something is missing if the brand has not been used over an extended period of time.

Brand Relationship

Brand Relationship refers to the relationship a consumer has with a brand. It refers to the fact that the Brand is seen in such a way that the consumer can trust it, that it is reliable and predictable. It is about how the consumer feels towards the brand, do they feel wanted, respected, listened to, and cared for.



Image 27: 8 Different groups of how consumer perceive a brand to have value on the meaning level.

'Thing that I see in Samsung that I also seek in life is first of all quality, you want to trust a product and/or service. This trust is not only when it comes to phones, but to clothing, to service, products, and services that make me happy and that I trust. If that is not the case, I'm quickly done with a brand.' (Consumer electronics, Samsung, P4)

'it feels weird that I feel so strongly about the belonging part (refers to a connection towards the brand). But now because I like the shoes so much, I started to buy other stuff from them as well. It made my interest increase and I even considered applying at vans' (Clothing - Shoes, Vans, P7)

'They have great customer service, you always get personal help, get coffee or thee, and talk to you, it makes you in some sense feel special, or that someone actually cares about your purchasing decision' (Clothing - small bags, Chanel, P8)

If we look at all the different groups of 'WHY' consumers seek to achieve certain goals, it becomes apparent that functional, emotional, and social jobs do not encompass all the jobs that need to be done. This is since certain forms of meaning a brand provide are not inherently 'social'. For instance, brand - consumer prestige is really about the consumer wanting to be their best self, and so improving who they are. This does not have to be related to 'social' but more to the 'individual'. Therefore, I would like to divide the 'social jobs' group into societal and self-actualisation jobs. The aims and goals identified by Almquist et al.(2016) were divided accordingly.

Patterns

Now that the different groups of meaning have been constructed it was time to fully categorize/analyse the data accordingly. By colour coding each statement, an overview was created of how often a participant mentioned a certain meaning group, of which they believed the brand delivered value to them. This gave an overview of how important that specific group was to them, or at least show us how much they have thought about it and so mentioned it. However, some groups such as Social Identity and Personal Identity may be over represented because they were integrated in the discussion guide, the other groups were not directly addressed since their existence was not apparent beforehand. In appendix C you can find the complete data of each participant including all analyses.

When we look at the overall value a brand provides on the meaning level it becomes apparent that Social identity and Self Identity make up over 50% of the arguments provided by the participants (see image 28). This is interesting to see, however, the theoretical foundation of the model did anticipate the importance of the Social Identity and Self Identity. Humans are after-all social beings who live in groups and in an ever-growing population it is important to express who you are.

The third biggest group is indirect/external brand meaning, this is rather interesting since a brand can not directly influence this. The value a brand has seems to come largely from the context in which it was experienced. Either by receiving it as a present or simply being the physical embodiment of a hobby or memory of a pleasurable event in which it played a passive role. Brands could try to refer to these moments, however, since it is different for every consumer it is hard to address it specifically.

Brand intimacy, and so the degree to which a brand is used and plays an important role in the day to day life of a participant, seem important as well. This could partly be explained by the high presence of consumer electronics and clothing, which are used with high frequency.

Surprisingly the relationship a consumer has with a brand, and so if they trust it, depend on it, and if they believe it to be reliable, is of lesser importance. This is rather interesting since brand intimacy scored rather high, so even though the brand plays a big role in the life of the consumers, the fact whether it is reliable and trustworthy is mentioned less.

Brand impact was addressed, however, did not play a prominent role in the drivers and reasons behind why a brand is the only choice. However, this could be influenced largely due to the different product segments and their representing brands, in which perhaps this is of lesser importance.

Brand Consumer Prestige was mentioned a few times but its low frequency is rather surprising. For instance, consumer electronics often help consumers in their performance. However, as one participant explained, it is not the brand that helps them to perform better, it is their products. He stated that he could still do his job, only with the products of a different brand.

The results from consumer electronics look rather similar to the cumulative results(see image 28). Still, it is interesting to see how important social identity is to consumers when it comes to electronics. When looking at the results it is quite obvious that there are two fronts, windows and Apple, or IOS and Android. Due to these strong groups, consumer tend to 'choose a side' and so identify with certain users.

In addition, Indirect Brand Meaning plays a big role when it comes to consumer electronics as well. In this category explanations such as that the products were recommended by people, of which a certain participant valued their opinion. Another participants explained that when his family are 'apple users' and that he grew up with it. Another participant explained that the brand go-pro had value to him because he associated it with the memories of which the brand and its products were part, and even recorded these memories.

Brand intimacy also played a big role in consumer elec-

tronics. This is since it is used very frequently and some participants mentioned that it was used for nearly anything, from waking up to planning, to banking etc.

When it comes to clothing we see that Social and Self Identity play a huge role (see image 28). This was anticipated since next to its utilitarian function, clothes are used as a mean for self-expression.

Brand intimacy and familiarity were mentioned often as well. The clothes/bags/pants were used for an extended period of time and rather extensively. Also, participants mentioned that they had been using the same bag or horse-riding cloth for such a long time that the brand has played a big role in their life. Even though they may have changed over time, the brand itself remains the same,

and was seen as a constant in their life. The example below for example:

'Its funny actually, as a person I have changed so much over time, like since I'm 18 I have grown up so much, but I still like using the same bag I was using back then, which is Chanel, its a sign that its long lasting and eternal, its great that you can continue to use the same thing.' (Clothing - small bags, Chanel P8)

It is interesting to see that brand consumer prestige and brand impact play a small role. This could be due to the fact that the representing brands were luxurious brands, in which the user stood at the centre. Moreover, the participant explained that it is not the brand that helps them to perform, they perform and the clothes are merely a mean to express who they are.

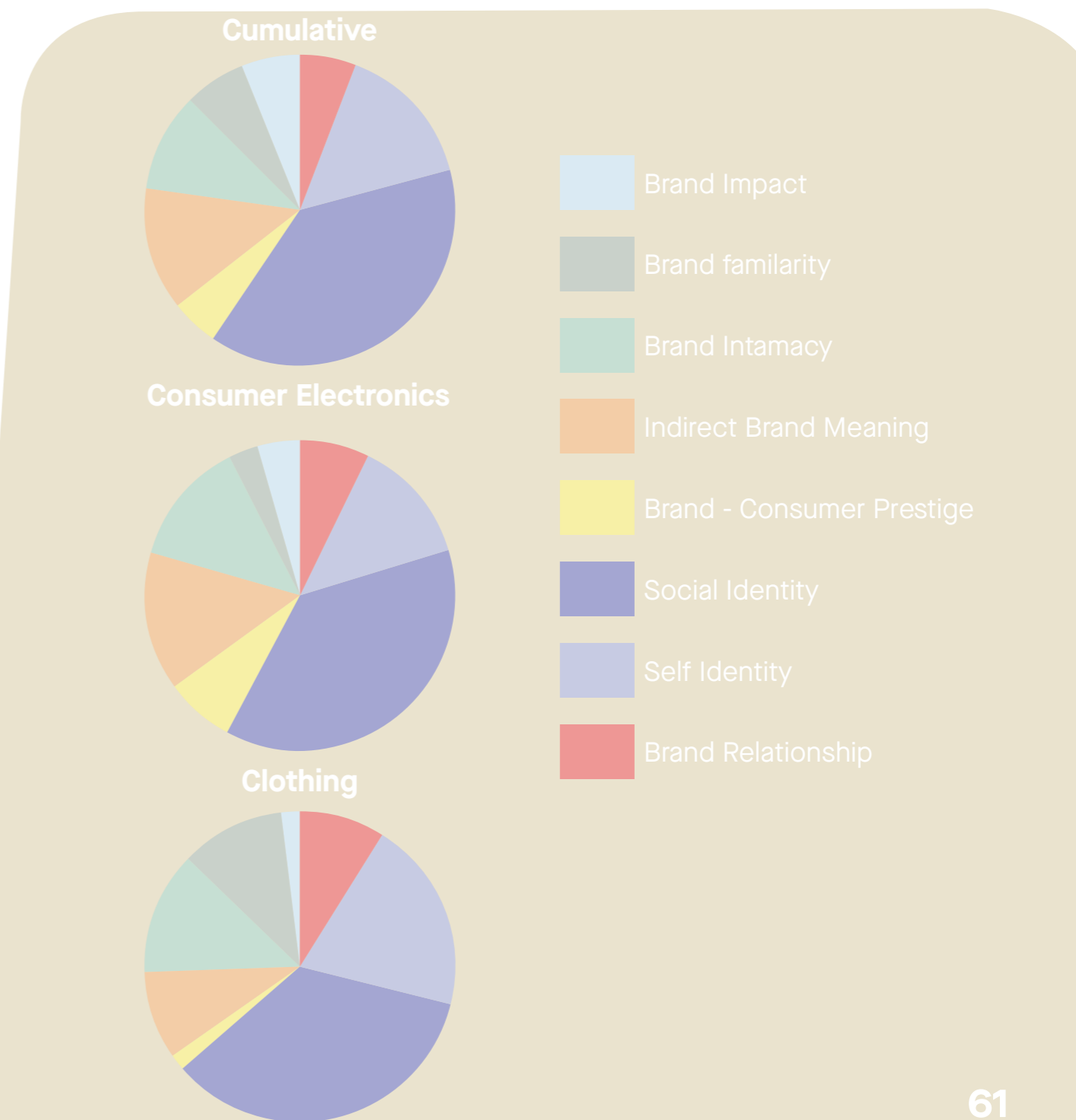


Image 28: 8 Different groups of how consumer perceive a brand to have value on the meaning level.

Experience Level

Similar as to the functional level, brands evoke a wide range of different emotions. Overall the biggest part of evoked emotions is positive. Only few negative emotions were described, the first being frustration related to a functional benefit on which the brand did not perform well. Other more interesting negative emotions were Anxiety, Dependability, and greed due to such a strong connection with the brand that the consumer became addicted to it, or even felt there was no way out.

An example provided by a participant clearly illustrated this struggle:

'it scares me sometimes, how much I used to be able to do without my computer, but now I need a computer or phone to do it. Its kind of like having a really nice jail cell, where you can do anything you want and there is a lot of cool stuff, but its still a prison, would be nice to have a door' (Consumer electronics, Apple, P6)

After listing all emotions and trying to group them, something interesting became apparent. Emotions could be grouped and related to the value brands deliver on the meaning level. For example:

'When I see my horse clothing here, in Helsinki, it makes me think of horse riding, and makes me excited, even though I have nothing with horse riding here, when I see my jacket I just want to go riding'(Clothing - Horse riding gear, P10)

The brand provides value by reminding the participant of an activity they perform with that specific brand. Because the brand reminds her of horse riding, it helps her perform better - Brand prestige - and is associated with positive experiences of which the brand was part of - indirect Brand Meaning -due to this, the emotion of excitement was evoked.

'I do have some really cute memories from them when the kids were still small, and later when they were climbing in them, it's all nice memories'(Furniture - Baby cradle, Stokke, P2)

This particular participant feels joy and attachment towards the brand due to the fact that the brand is a physical reminder of the childhood of her children - brand familiarity and indirect Brand Meaning.

However, even though most of the emotions are possible to group in this fashion, not all are. Certain emotions are experienced due to the brand changing their current state of mind. With this, I mean that the direct consumption of the product or service of that brand directly changes the

state of mind of the participant. For instance, it helps them to relax, makes them feel comfortable (sensory appeal) or perhaps makes them feel happy. These emotions can also indirectly be linked to one of the groups created in the meaning level. By looking at the context in which the participant explained why they experienced a certain emotion, I was able to group them accordingly.

Emotions most frequently experienced, were a result of brands providing value when it comes to the relationship a person has with a brand(see image 29). The high number of this relationship could be a result of the question asked, 'how do you feel when you think of Brand X'. However, this is also logical, since we are asking how they exactly feel towards a brand, for consumers it may be hard to think at first about other emotions they experience when consuming the products or services of that brand. Such as the experienced emotions due to what the brand helps them to achieve, or how the brand helps them to shape their own social or self-identity.

The second meaning group that evoked most emotions was self-identity. This can be a result of how brands are used to express oneself. The data on this may be a bit skewed due to the high number of participants who had an only choice in the clothing industry. Since clothes are used as a mean of self expression, it could have influenced the data.

There were several emotions evoked by the role a brand plays in shaping one's social identity. Self-identity and social identity are in this manner - when it comes to emotions - closely linked. A participant may say that the emotions are experienced due to how it fits their personality or how they want to look and may feel less comfortable to express that it is actually what others think of them that makes them feel in the way they do.

How a brand enables a consumer to perform better, motivate them or help achieve certain desires, ideas or dreams also evoked certain emotions, such as motivation, focus or feeling inspired. For example:

'I do think gopro motivates you to just do that little bit extra, just so you can get the awesome shot, even though you know it can end painful, at least you have it on camera than' (Consumer electronics, Go Pro, P13)

It is interesting to see that for instance emotions evoked by brands in the Consumer electronics area mostly focus on the brand relationship and intimacy (see image 29). Participants explained this due to the high presence the brand has in their life and the intense usage. Another interesting aspect is that out of a total of 5 negative emotions experienced, 4 came from the Consumer electronics only choices. So this could mean that when it comes to consumer electronics there is more a love-

hate relationship. This could be due to the fact that the products are so intensively used, in different ways and at different moments, that the product or service would not do exactly what the consumer wants, at one of these moments, seems likely, and so could evoke these negative emotions.

Among the emotions experienced in the Clothing segment, most were related to the self-identity and social identity (see image 29). Besides that the functional attributes of how the clothes fit and felt made the participants comfortable. The participants clearly stated that

emotions experienced in the clothing industry were strongly related to the construction and expression once self-identity and social identity.

An example of how clothing can help built once self identity and evoke certain emotions can be found on the right. *'Trust is also a thing I most definitely feel towards them, and they make me feel classy and stylish'*(Clothing - small bags, Chanel, P8)

For the complete data analyses of the emotions experienced by participants please view appendix C.

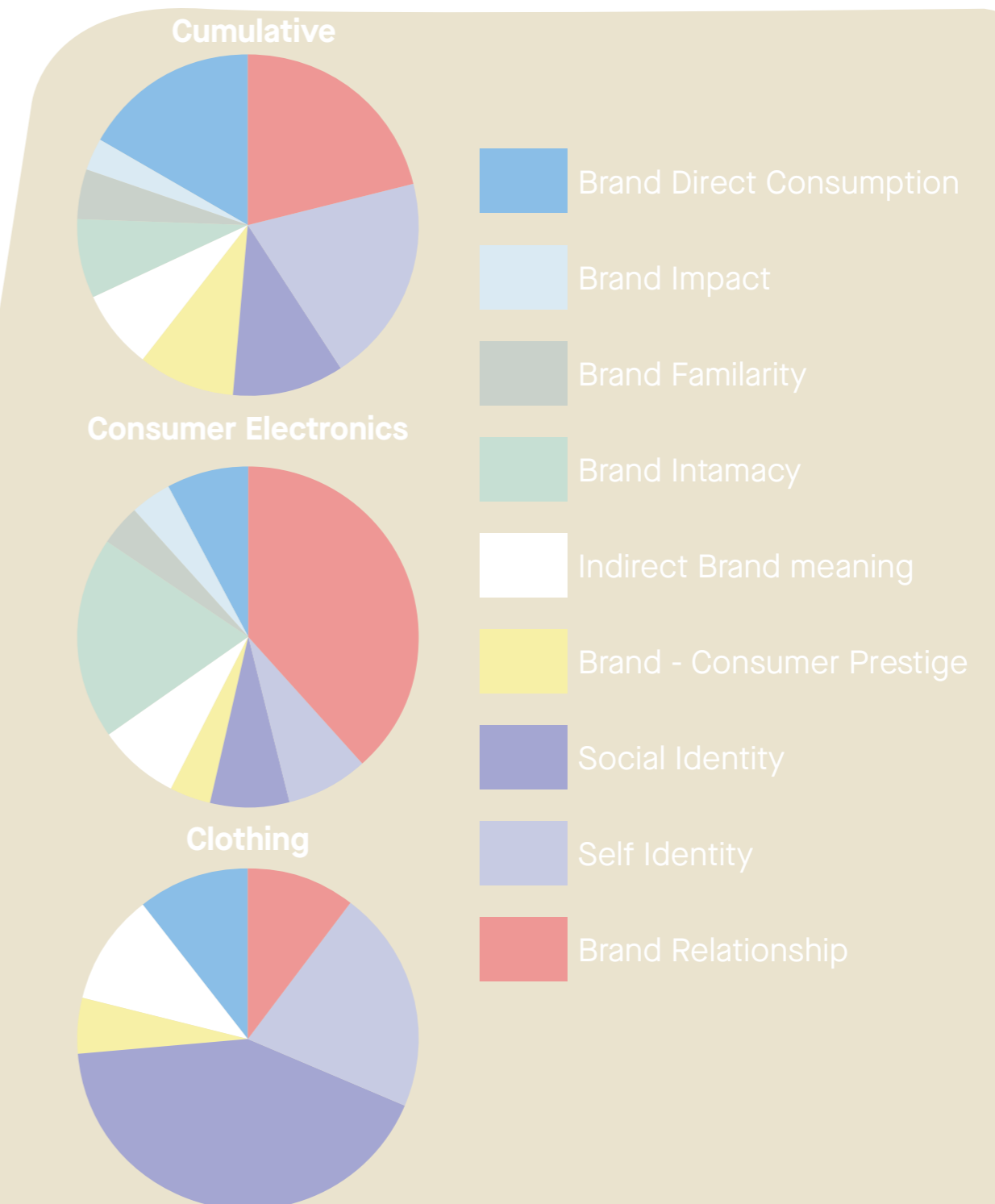


Image 29: Emotions evoke by different levels of meaning a brand offers to the consumer.

Additional findings

Some additional findings came forward from the research

- If you ask a participant if they believe in what that brand stands for, they often say they do. If you then ask what it is they exactly stand for, they often don't know and create their own image what that brand stands for, according to them. Even though this may not be what the brand actually stands for. So what could this mean? If consumers support a brand, they create a certain image in their mind what they believe a brand stands for, and what they want to support. Even if this is not actually what a brand stands for, they want to justify their support.
- If you ask people if they have a brand which is the only choice for them, it is sometimes difficult for them to answer. However, if you provide them with examples it becomes easier and they often will find such a brand. Sometimes they still doubt whether it is truly an only choice, but once you start to talk with them about that brand, they become more and more enthusiastic about that particular brand and they start to realise how much that brand actually means for them. An explanation could be that it is hard for consumers to imagine what only choices they have. This is since these brands often have become so familiar and apparent for them that they don't think much about it when they actually use it. Therefore, since it is done partly unconsciously it is hard to recall these brands.
- Its hard for people to think to what extent they identify with a product, if you explain more and tell them for instance whether a certain attribute or characteristic of that product is something they also seek in other aspects of life, or something they want to achieve themselves, it becomes more relatable and easy to understand. Identifying with a product is hard for consumers, seeming it is a physical product, not a being. However, identifying with attributes or characteristics of a product is easier, since it is closer and more identifiable.
- It can be difficult for users to answer whether they identify with other users of that brand, if you provide an example: 'imagine two identical people, one with the brand of their choice and one with a different brand, they feel more positive towards the one with their brand, and feel a connection towards them.' At first some participants found it hard to say whether they identify with other users of their brand, this could also be because they didn't want to be seen as a judgemental person (in the eye of the interviewer). When a more easy example was provided, this barrier was broken.
- Often the reason for sticking to one brand and that

brand satisfied with that specific brand, they don't want to risk or spend time on finding an alternative. Why replace something that delivers what you seek? Humans in general, choose for safety, this comes back in their decisions when it comes to brands. They rather choose something that is familiar, that they can trust, and is reliable, they do not want to risk the possibility of disappointment when trying something new.

Conclusion and future steps

The main and sub research question for the qualitative research were:

Why do consumers consider certain brands the only choice when it comes to a specific purpose?

Does the model, and the supporting theory, encompass the complete range of different drivers/motivators and reasons for being the only brand, in the mind of a consumer?

If we first address the sub-research question, the findings show the reasons range within the three levels identified in the model. However, it became apparent that the meaning level did not incorporate the complete scope of why brands can be meaningful to a consumer. 5 new groups were identified in which consumers seek value from a firm. This led to a total of 8 groups:

Social Identity
Self Identity
Brand Impact
Brand Relationship
Brand familiarity
Brand customer Prestige
Brand Intimacy
Indirect Brand Meaning

The data from the Functional level showed that the functionalities which people valued, could be grouped according to the functional value elements identified by Almquist et al. (2016). It showed that between different product groups different functional values have higher importance than others. However, the data showed that three functional values recurred in all segments: Quality, Sensory appeal and Simplifies. Whether this is because of the specific product categories that were discussed or whether this is a general pattern will be discovered during the quantitative analyses. A pattern between a functional values and value originating from the meaning level was found; between aesthetics and social identity. However, the data was rather inconclusive on this aspect. During the quantitative research, we can test whether certain groups from the meaning level significantly correlate with certain functional attributes.

An interesting discovery when it comes to the experience

level is that a great portion of the experienced emotions where a result of the value created by the brand on the meaning level. The emotions experienced, that could not be identified through this process, were a direct result of the consumption of the product, which to some extent could be a result of the experience of the functional value the brand provides. During the quantitative analyses, we can not find the exact origin of each emotion but we can find out whether there is a correlation between certain emotions and the performance of certain groups in the meaning level. Moreover, we can test whether the trend that only choice brands mostly evoke strong positive emotions can be tested.

The meaning level showed that there is a wide range of reasons why a brand can provide value on the meaning level. Certain groups appeared to be most important, such as Social Identity, Self Identity, and Indirect Brand Meaning. The data could be skewed due to the product categories discussed and the incorporation of question addressing the Social Identity and Self Identity in the discussion guide.

There where certain differences between the different product categories, it will be interesting to see whether these or similar patterns become apparent in the quantitative research.

Lastly, when it comes to how the participants themselves would rate the importance of each level, it showed that the meaning level was chosen 6,5 times, the functional level 6 times and the experience level 1,5 times. This is interesting to see, perhaps the reason why the experience level was chosen only a few times could be due to the fact that the emotions are evoked through the meaning and functional level, and so when rating, the value is seen in these layers, and not in the experience level. To see whether this is because of the product categories or whether it is a fact, will be tested in the quantitative research.

All the findings of the Qualitative research van been integrated into the model, which can be found on the next page.

Short introduction to the Quantitative questionnaire

The findings of the Qualitative research will be incorporated in the Questionnaire. To address the functional level participants will be asked to select functional values according to Almquist's model (2016). By doing so the participants them-self need to think what value they actually receive from the brand. At the end of this 'block' of questions, the participant is offered to provide more information regarding the topic.

To address the emotions evoked by a brand, the participants are asked to select and provide emotions they experience. Some examples are provided which are commonly used emotions for this type of research, the PANAS scale. The next step is to select whether they are desirable or not and lastly they need to rate the extent to which it is experienced. These questions are followed by a question in which they need to rate how positive the overall brand experience is. Again the participants are offered the option to share additional insights or address topics they felt have not been fully shared.

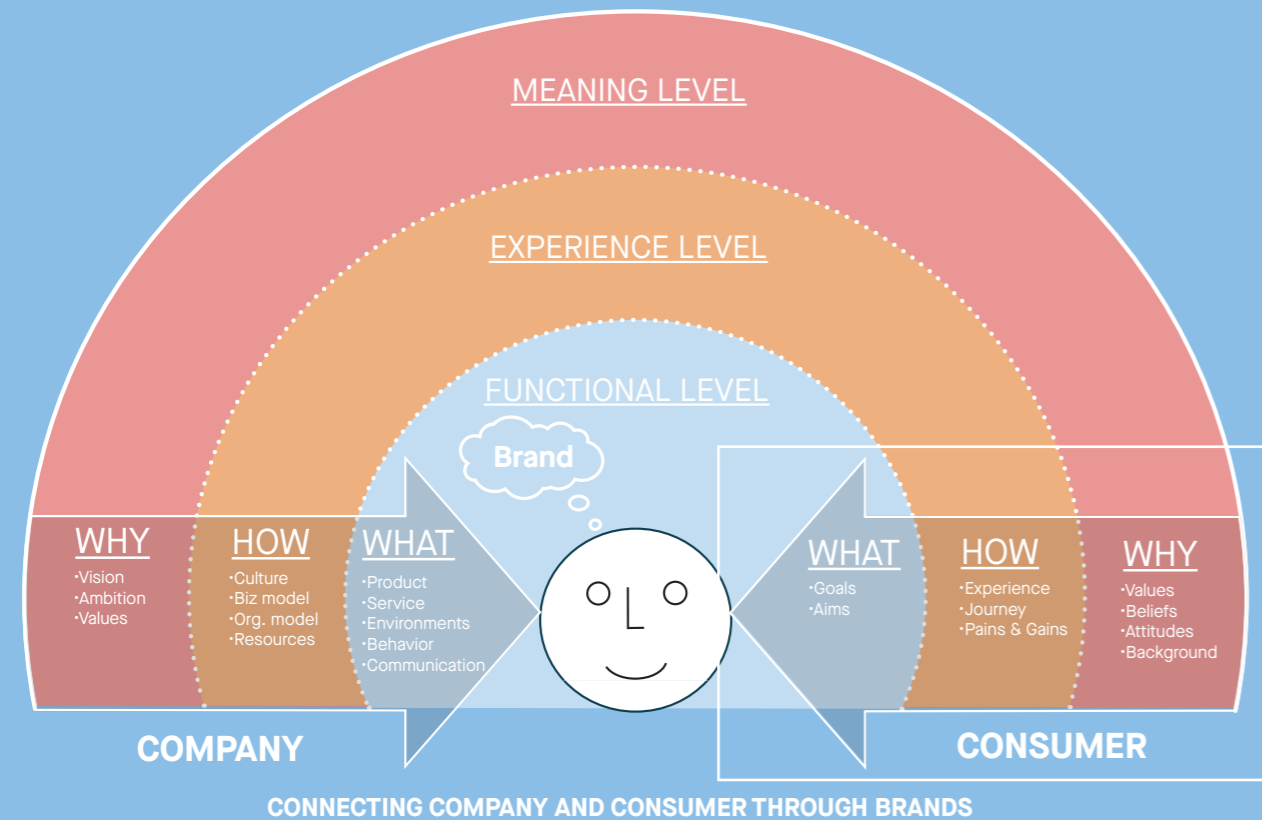
The meaning level will be tested by presenting a list of statements in which the participant is asked to provide to what extent they agree with the statement. Each of the 8 identified groups will be represented by multiple statements, which will result in a score for that specific meaning group. In addition, the participant can share any thoughts or explanation in relation to this topic.

Lastly, after rating each statement the participant is asked what premium they would be willing to pay for their only choice, what the NPS (net promoter score is) and which of the three levels they believe contributes most to that brand being the only choice. More detailed information regarding the Questionnaire can be found in the next chapter.

Revised Model Overview

On these two pages, you can find a top-level overview of the complete brand perception model. The model is built on the belief that a company can provide most value to a consumer when it provides exactly what they want, in the most desirable way and for the right reasons. On the left page you can find a top level overview of the complete model, which explains the 'WHAT', the 'HOW', and the 'WHY' of both the company and the consumer (1). These come together in the mind of the consumer, and results in the consumers' brand perception. In order for a brand to become extraordinary the 'WHAT', 'HOW' and 'WHY' should be in perfect alignment. Lastly, it explains the three identified levels on which companies can operate and provide value, the Functional, Experience and Meaning level (2).

On the right page you can find a more detailed look at the consumers side of the model, it is built on the belief that a company is 'hired' to perform certain jobs. The more jobs a company helps the consumer to perform, the higher the value it holds. It explains each of these different types of jobs a company can be hired for (3). Furthermore, it explains in more detail how the different levels (Functional, Experience and Meaning) influence the performance of companies on fulfilling these different types of jobs(4).



COMPANY

CONSUMER

<p>1</p> <p>The companies' offerings should enable the consumer to obtain their aims and goals, this is WHAT the company offers.</p>	<p>← WHAT →</p>	<p>The Consumer has a certain aim or goal they want to achieve, this is WHAT they want.</p>
<p>The company has certain internal processes and resources in order to provide and facilitate their offering, these create HOW they offer it.</p>	<p>← HOW →</p>	<p>The process of obtaining their aim or goal should go in the most desirable way, this is HOW they want it.</p>
<p>The company has certain values, ambitions and visions, these together built the WHY of the company</p>	<p>← WHY →</p>	<p>There are specific reasons behind WHAT the consumers wants and HOW they want to get it, these reasons are the WHY.</p>

FUNCTIONAL LEVEL

A brand that operates on the Functional level purely focusses on the 'WHAT' of the consumer. They want to offer a product or service that helps the consumer obtain their aim or goal. However, they do not invest great effort in understanding HOW or WHY the consumer wants to obtain that goal or aim.

EXPERIENCE LEVEL

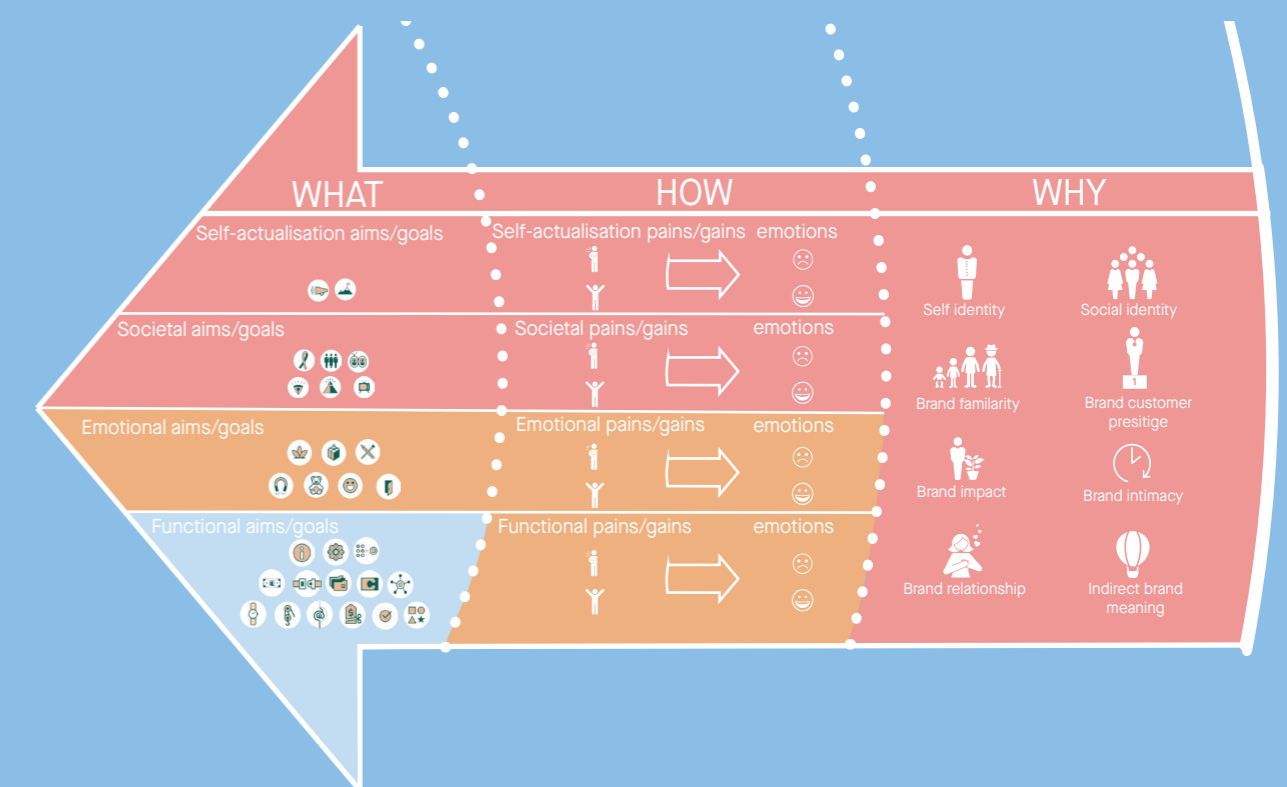
A brand that operates on the Experience level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way. However, they do not invest great effort in understanding WHY it is that the consumer wants to obtain that aim or goal.

MEANING LEVEL

A brand that operates on the Meaning level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way and they completely understand WHY it is that the consumer wants to obtain that aim or goal.

3

<p>SELF-ACTUALISATION JOB</p>	<p>A self-actualisation job refers to the consumer wanting to be his/her best self, to realize potential growth and self-fulfilment. It refers to the individual aspect of the WHAT, the HOW, and the WHY.</p>
<p>SOCIETAL JOB</p>	<p>A societal job refers to the consumer wanting to look good or gain power or status. It refers to the social aspects of the WHAT, the HOW, and the WHY.</p>
<p>EMOTIONAL JOB</p>	<p>An emotional job refers to the consumer seeking a specific emotional state, such as feeling good or secure. It refers to the emotional aspects of the WHAT, the HOW, and the WHY.</p>
<p>FUNCTIONAL JOB</p>	<p>The functional job refers to the consumer wanting to perform a specific task or solve a specific problem, for example mowing the grass. It refers to the functional aspects of the WHAT, the HOW, and the WHY.</p>



4

<p>THE WHAT</p> <p>The 'WHAT' is divided into four different groups. Each representing a different job that needs to be done. Ranging from functional, emotional, societal and individualistic jobs. Each job has their own specific aim or goal. The degree to which a company understands their consumer, so the WHAT, the HOW and the WHY influences how many aims and goals are known and thus can be helped achieved.</p>	<p>THE HOW</p> <p>HOW a consumer wishes to obtain their goals/aims is divided into the same four types of jobs. Each aim or goal that the consumer seeks to achieve, has its own process and so experience. The degree to which a company understands their consumer, influences how well they are aware of each experience, and thus the more they are aware, the better they can provide desirable experiences.</p>	<p>THE WHY</p> <p>The 'WHY' is different from the how and the what. It is not divided according to the jobs to be done methodology, this is since these higher reasons are fulfilled by multiple different jobs. Only companies that operate on the highest level truly understand WHY consumers want to achieve their aims and goals in a certain way.</p>
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QUANTITATIVE RESEARCH

The qualitative research provided valuable new insights into why certain brands hold more value to consumers, and how consumers perceive Extraordinary brands. The following chapter will quantify how well Extraordinary brands perform on each individual level. Furthermore, these findings will be synthesised and combined into the creation of the Brand Perception Blueprint. A blueprint which provides brands with an overview of how consumers perceive their brand, how each level interacts with each other and how the levels influence the resulting behaviour of the consumers. On page 92 a summary and conclusion can be found of the findings of the Quantitative research, on page 96 an overview and explanation of the Brand Perception Blueprint can be found.

Research construction

After executing the qualitative research and understanding really why it is that consumer consider certain brands the only choice for them, it is important to see whether these patterns and trends also hold among a large sample. Furthermore, the hypothesis of each level needs to be tested in order to really understand how consumers perceive brands and how everything interacts. This understanding will help to visualize the findings.

What are the objectives of the quantitative research?

To create an understanding of how an extraordinary brand is perceived by consumers. In more detail, in what way do the different levels (functional, experience, and meaning level) contribute to the perception of a brand. Furthermore, understanding the meaning level and the value it delivers, especially in the context of brands, will provide new and valuable insights. In addition, the data will enable the creation of a Brand Perception Blueprint. Lastly, by understanding how an extraordinary brand is perceived on the different levels (functional, experience, and meaning level), how each level influences the brand perception and how this can be measured, will provide valuable insights on how a brand can improve their perception.

Main research question:

How do the different levels of value (Functional, Experience and Meaning level) contribute to the perception of an extraordinary brand?

What data needs to be collected in order to answer this question?

In order to ensure all relevant data is collected the following questions were constructed and used as a checklist to see whether the questionnaire encompassed all topics.

- How well does an extraordinary brand perform when it comes to delivering the most important functional value to the consumers?
- What kind of emotions are evoked by an extraordinary brand and how strong are these emotions experienced. These emotions should be a result of the complete brand experience (when consumers search for products when they shop for them and receive service, and when they consume them)
- Do extraordinary brands provide a positive experience?

- Are all 8 groups identified in the meaning level relevant, or are there groups in which no participant believes an extraordinary brand provides them value.
- Which of the three identified levels are most important for the consumer?
- Does this differ per product category (for instance; consumer electronics, automotive industry lifestyle products etc.)?
- What influence do demographics have on brand perception?
- Does an extraordinary brand score high on all levels?
- How do the different levels affect each other?
- How do the different levels influence the resulting behaviour of the consumer?

How do we retrieve the necessary data?

This chapter describes how the Questionnaire was constructed and the changes it went through during the pilots, in order to ensure the best possible outcome during the launch.

Finding the only choice brands

The first important task is to make sure the participants understand what an extraordinary brand is, and which brands are that for them. We defined an extraordinary brand as: *"A brand that is perceived by a consumer to be the only choice when it comes to achieving a certain aim or goal"*.

As Simon Sinek (2009) explained, a consumer has a certain aim or goal they want to achieve, which is **WHAT** they want. **WHY** they want to achieve this specific aim or goal is to fulfil a wide range of needs. The process of fulfilling these needs should go in the best possible way, this is **HOW** they want it.

A Brand plays a big role in this for the consumer and helps them to achieve that goal or aim. According to the Jobs to be done methodology (Clayton Christensen) this means that a brand performs a certain job for the consumer. Fur-

thermore, there are three different types of jobs a brand can provide to its consumers, a functional one, an emotional one and a social one and as the qualitative research showed, the social job can be defined into a societal job and an self-actualisation job. Which job a brand fulfils for a consumer and the degree to which they do that is identified and measured by the different levels of Wonder Inc.

So, when we ask a consumer what brand for them is the only choice, we should provide them with examples that refer to the different jobs that need to be done. Due to the fact that the jobs to be done methodology may confuse the participants, we will stick to the goal or aim they would like to achieve. During the introduction, the participants will be introduced to the topic and some additional practical information.

After the introduction, the participant is asked to think about a brand, which for them is the only choice when it comes to achieving or obtaining a certain aim or goal. This will be done in the following format:

Brand ____, is the only choice for me when I ____

Three examples will be provided, relating to the different levels. For instance

Brand XX, is the only choice for me when I want to make the best possible photo's.
Brand YY, is the only choice for me when I really need to relax.
Brand ZZ, is the only choice for me when I want to contribute to a better environment.

After piloting these statements It became apparent that defining a job seemed to be hard, even though sometimes they could. However, more often they would say a product category or a certain moment. So for instance: *'Chanel bags for evenings'* or Apple when it comes to computers. So to make the examples as wide as possible, these options were also provided among the examples.

For instance:

Brand ____, is the only choice for me when it comes to phones.
Brand ____, is the only choice for me when I need a bag for a nice evening.
Brand ____, is the only choice for me when it comes to coffee.

Furthermore, the consumer is asked to provide as many 'only' choices as they have.

After a second round of piloting, and feedback regarding the number of examples, it was narrowed down to three examples. It seemed that it was easier for participants the relate to a task, goal or product category, rather than the

three underlying levels of needs (functional, experience and meaning level).

Therefore the examples were changed to the following three examples:

Brand ____, is the only choice for me when it comes to phones.
Brand ____, is the only choice for me when I need a bag for a special occasion.
Brand ____, is the only choice for me when I want to take the best pictures.

After discussion with the client and discussing the data the three statements resulted in, it was decided that the statements with product categories were perhaps steering the participants too much in a certain direction. Therefore, the examples were again related to the full scope of reasons. However, now in relation to the purpose the brands serve. Moreover, the participants were no longer asked to write their brand and purpose in a specific format but were free to create their own statement. This led to the following examples and structure:

Brand: Brand U
Purpose: it provides me with the best possible tools to make pictures during my holiday.

Brand: Brand X
Purpose: It helps me to completely relax after a stressful day.

Brand: Brand Y
Purpose: It makes me feel part of a group of people, who share the same beliefs as I have.

After this question, the participant is asked to take a look back at all the proposed only choice brands and select the one, that according to them has the strongest position and really stands out for them. So when it comes to that brand, there is no other brand that even comes close to what they offer.

To see in an early stage, before addressing certain topics, the participant is asked why that brand is the only choice.

Lastly, to see to which degree that brand is an only choice for that specific participant they were asked to rate a statement concerning the degree to which they consider other brands when it comes to that specific purpose.

This question was a screener question, participants who did not strongly agree with the statement were not fit for the research.

How is the value the extraordinary brand provides in the functional level perceived?

Now that we know which brand is the only choice for a consumer, when it comes to a specific task it is important to find out why that's the case, starting with the functional level.

By asking the consumer to deeply think of the job that needs to be done, in order to achieve their goal, and what functional needs will be fulfilled by doing so we get an understanding of what is important on this level. The range of functional needs is endless and dependent on the product category. Therefore, the resulting functional value brands can deliver, identified and scientifically proven by Almquist (2009), are offered as examples. However, due to the fact that there still could be other types of value brands can provide, the participant is offered the option to add additional options. By providing examples the consumer understands what type of information we are searching for.

Now that we know what functional values are most important, we ask the participant how well they believe their extraordinary brand delivers on those specific value elements. This is done on a 10-point scale. The fact that it is done on a 10-point scale is that for instance a 7 (in a 7-point scale) could still not be perceived as perfect. A 10-point scale helps the participant to better evaluate the attributes.

By taking this approach we know which functional values are most important when it comes to that specific job. Furthermore, we understand how well an extraordinary brand performs.

Lastly to find out why that specific brand is the only choice, we ask them, what it is that specific brand does so well that makes them keep coming back to that brand. The answers for these open questions can be used to evaluate the answers provided before, and perhaps give some more insight.

How is the value the extraordinary brand provides in the experience level perceived?

As described in the theoretical background and support for the model, the experience level encompasses the full scope of the brand experience. This full scope of brand experience was defined as: "when consumers search for products, when they shop for them and receive service, and when they consume them". The research showed that the way we could measure the overall experience was by asking what the emotions are that have been

evoked by that brand.

So in line with that, we ask, how the consumer has experienced that specific brand. We present them with a list of emotions, extracted from a commonly used scale of emotions known as the PANAS scale. We ask them what emotions they have experienced since they have come in contact with the brand.

The PANAS scale could perhaps miss emotions experienced by the consumers, therefore, again they could add additional emotions.

After the participant selected the experienced emotions, we need to find out which are perceived as positive and which as negative. To retrieve this data the participant is asked to divide the emotions into desirable and undesirable and emotions.

Which emotions were evoked and whether they were desirable or not, is now known, the last step was to ask how strong these evoked emotions were. This was done on a 10-point scale, to keep the scales throughout the questionnaire consistent.

Finally, to get an understanding of how all these emotions tie together, the participant was asked to rate the whole brand experience, rather if it was positive or negative. Here as well, a 10-point scale was used.

Lastly, to ensure we get the complete scope or understanding of the emotions evoked by the brand we ask the participant to answer why it is important for them that the brand makes them feel the way it does.

How is the value the extraordinary brand provides in the Meaning level perceived?

The process of the creation of the questions for the meaning level was an iterative process. This was since it went simultaneously with the execution of the qualitative research.

During the theoretical exploration, we first identified 3 different ways in which a brand can provide meaning, first of all by helping the consumer to build their own identity. Secondly, for the consumer to build their social identity and so fulfil their need for belonging. Lastly, it can provide meaning by being a way to achieve something bigger, something of significance.

Bhattacharya (2003) created a model with which he could measure the degree to which consumer identify themselves with corporations. These statements were extracted from his work and were applied in the context of brands and the three identified levels within the mean-

ing level. Ranging from product identification to a corporation and social group identification, until the greater cause a firm stands for and believes in. To answer each different group, three statements were provided. The participant was asked to rate these statements on a Likert scale, ranging from I strongly disagree to I strongly agree.

Self-identification:

1. I see the products of (chosen brand) as an extension of myself.
2. I use products from (chosen brand) to express myself.
3. I want others to see myself with products from (chosen brand).

Since these questions are more product focus rather than brand focused they were moved to the end of the list of statements. This was done to ensure that answering these statements did not influence the participant's perception of the other statements.

Social identity:

Again, these statements were extracted from Bhattacharya's (2003) work on customer-company identification. These questions dive into the aspect of how well the consumer feels the brand to be a part of their social identity, or at least help them build their social identity. It does so by asking whether they recognize themselves with the brand, if they identify with its users and whether they feel part of a group.

4. I recognize myself in (chosen brand)
5. (chosen brand) makes me feel part of a certain group
6. I identify myself with other users of (chosen brand)
7. I believe in what (chosen brand) stands for.
8. I value that (chosen brand) has a good reputation.

Brand Impact:

Furthermore, as the theory suggested the impact the consumer believes they have on the world can also play a big impact on how meaningful a brand is perceived. This led to the following two statements:

9. Supporting (chosen brand) makes me feel part of a movement that wants to achieve something of significance.
10. By supporting (chosen brand) I believe I am part of something that not only affects me but also others.

After finishing the qualitative research, 5 new groups were identified, for each of these groups, new statements were constructed.

Brand – Consumer prestige:

Based on the research of what a brand can mean for a

consumer, such as helping to achieve ideals or dreams, obtaining desire or achieving prestige in life the following statements were added:

11. (chosen brand) helps me obtain my desires.
12. (chosen brand) helps me achieve a positive outcome (success and prestige) in my life.
13. (chosen brand) helps me achieve my ideals and dreams.
14. (chosen brand) enhances my performance.

After performing the qualitative research, it became apparent, that some aspects of why a brand could be meaningful to a consumer could be indirect. So this value was not directly related to the role the brand fulfils itself, but that it was used during a meaningful event, that it was given by someone important or that passion for that specific brand is shared with someone dear to the user. This group was called indirect brand meaning.

Indirect brand meaning:

15. (chosen brand) reminds me of a pleasurable event.
16. (chosen brand) reminds me of my hobby and so positively stimulates me.
17. (chosen brand) reminds me of a person/people who is/are dear to me. (Indirect Brand meaning 3)
18. It is important to me where (chosen brand) comes from.
19. (chosen brand) was recommended by someone, whose opinion I value.

The role a brand has played over the life of the consumer also played a big role.

Brand familiarity:

20. (chosen brand) has built trust in me.
21. such a trust and familiarity for me that I do not want to change it.

After piloting the statements and checking them, I realized that nostalgia and background are not directly related to these statements, even though they can be of great importance. Therefore, two more statements were added to the 'brand familiarity' group:

22. The product reminds me of the past and has nostalgic value to me.
23. The product reminds me of where I come from, it feels familiar.

Brand intimacy:

After conducting the qualitative research it became apparent that how intense the usage with a brand is, the stronger the feeling towards it is. After deep diving in the literature of Clayton Christensen and his book: "Compet-

ing against luck”(2016) it became apparent that some topics addressed in his literature, which were relevant, were not resembled in the questionnaire and could support the findings of the interviews. Some of the points that became apparent that needed to be tested were:

- In what circumstances do you use the product?
- What trade-offs are you willing to make in using this product?
- What dilemma is the product helping you solve?

However, these issues are all product related and very specific, to test to what degree this was applicable to a brand, the questions were broken up and asked on a brand level.

24. I use (chosen brand) for a wide range of different situations/occasions.
25. I use (chosen brand) on a daily basis.
26. I take (chosen brand) everywhere I go.
27. I am more than willing to make certain trade-offs for (chosen brand).
28. (chosen brand) helps me solve certain dilemma's.
29. I have invested so much time and resources in (chosen brand) that I don't want to switch it.

The findings of the qualitative research also showed that the relationship a consumer has with a brand is perceived to have value as well. In order to answer this question a way of measuring this was developed by Susan Fournier (1998). She identified 5 different areas to measure the quality of a relationship between a consumer and a brand.

The multifaceted nature of the construct highlights that there is more to keeping a relationship alive than the pull of positive feelings: affective and socio emotive attachments (love/passion and self-connection), behavioural ties (interdependence and commitment), and supportive cognitive beliefs (intimacy and brand partner quality) combine to yield strength and durability over time. All these aspects together build a relationship between the consumer and the brand and indicates how strong this connection is. In summary, these different aspects are; Love and passion, Self-connection, Interdependence, Commitment, Intimacy and Brand Partner Quality.

Love and passions, this was described as that some participants felt that 'something was missing' when they had not used their brand for a while. Therefore the participants are asked to rate the following statement in relation to brand intimacy:

30. If I do not use (chosen brand) for an extended period of time it feels like something is missing.

Self-connection is a combination of multiple attributes, from the nostalgic value, a brand has, to the desires it fulfils, how dependent they are of the brand and lastly

the willingness to oversee any flaws. Furthermore, Interdependence stands for the degree of independence between consumer and brand. It was found that higher relationship quality was positively correlated with interaction frequency. These points were already addressed in earlier questions.

Commitment, stand for the commitment a consumer has towards a brand. As explained in the theory a strong relationship between consumer and brand results in a certain degree of loyalty. This loyalty was measured at the beginning of the questionnaire by question 3:

'When It comes to (selected purpose) there is no other brand I would consider than (chosen brand).'

Moreover, Susan Fournier (1998) described intimacy as follow: *"A brand relationship memory of personal associations and experiences - a narrative within which the brand plays a central role -develops for strong brands as interaction events accumulate over time"* (Fournier, 1998, pp 365 Ch. 3). Furthermore, she concluded out of previous research: *'The intimacy afforded through these elaborated meanings feeds a relationship culture (Wood 1982) that supports stability through biased perceptions of the partner (Murray et al. 1996) and his/her sustained saliency over time (Pavia and Costa 1994).* "(Susan Fournier, 1998, pp. 23) It comes down to the personal memories a brand is associated with, over an extended period of time. The brand becomes personal, and perhaps even gets a nickname.

Brand Partner Quality was described by Susan Fournier (1998, pp.24) as follow: (1) a felt positive orientation of the brand toward the consumer (e.g., making consumer feel wanted, respected, listened to, and cared for); (2) judgments of the brand's overall dependability, reliability, and predictability in executing its partnership role; (3) judgments of the brand's adherence to the various "rules" composing the implicit relationship contract (Sabatelli and Pearce 1986; Wiseman 1986); (4) trust or faith that the brand will deliver what is desired versus that which is feared; and (5) comfort in the brand's accountability for its actions. The statements fell under the group identified in the qualitative research as Brand relationship.

Brand Relationship

31. (chosen brand) makes me feel wanted, respected, listened to, and care for.
32. I believe I can depend on (chosen brand).
33. I believe (chosen brand) is reliable.
34. I believe (chosen brand) is predictable.
35. I have trust that (chosen brand) will deliver what I desire.
36. I have comfort in (chosen brand) accountability for its actions.

After discussion, it was decided to make the survey encompassing but not too complicated and long the 'rules' composed by Sabatelli, Pearce and Wiseman were left out.

Lastly, to ensure we get all the data we need, and some additional insights the participant is asked to answer the following question:

Is there something about (chosen brand) that is really important for you that you feel you have not shared yet?

Now that all levels have been measured it was important to find out what the effect was of this brand perception.

To find this out the participants were asked how much

they were willing to pay more for the products/services of their extraordinary brand. This will provide a good insight on how 'valuable' the brand is in the mind of the consumer. Furthermore, the NPS was measured, which is a commonly used question to measure to what degree consumers would recommended that brand to their friends and family.

How important are the different layers for the consumer?

This question will simply be answered by asking the participant what level they value the most. They will need to put them in order of most important to least important. View Appendix D for the complete questionnaire. Below you can find an overview of all statements and the meaning group that they belong to (see image 30).

Self Identification

1. I see the products of (chosen brand) as an extension of myself.
2. I use products from (chosen brand) to express myself .
3. I want others to see myself with products from (chosen brand).

Social Identity

4. I recognize myself in (chosen brand)
5. (chosen brand) makes me feel part of a certain group
6. I identify myself with other users of (chosen brand)
7. I belief in what (chosen brand) stands for.
8. I value that (chosen brand) has a good reputation.

Brand Impact

9. Supporting (chosen brand) makes me feel part of a movement that wants to achieve something of significance.
10. By supporting (chosen brand) I belief I am part of something that not only affects me but also others.

Brand - Customer Prestige

11. (chosen brand) helps me obtain my desires.
12. (chosen brand) helps me achieve positive outcome (success and prestige) in my life.
13. (chosen brand) helps me achieve my ideals and dreams.
14. (chosen brand) enhances my performance.

Indirect Brand Meaning

15. (chosen brand) reminds me of a pleasurable event.
16. (chosen brand) reminds me of my hobby and so positively stimulates me.
17. (chosen brand) reminds me of a person/people who

- is/are dear to me. (Indirect Brand meaning 3)
18. It is important to me where (chosen brand) comes from.
19. (chosen brand) was recommended by someone, who's opinion I value.

Brand Familiarity

20. (chosen brand) has built trust in me.
21. such a trust and familiarity for me that I do not want to change it.
22. The product reminds me of the past and has nostalgic value to me.
23. The product reminds me of where I come from, it feels familiar.

Brand Intimacy

24. I use (chosen brand) for a wide range of different situations/occasions.
25. I use (chosen brand) on a daily basis.
26. I take (chosen brand) everywhere I go.
27. I am more than willing to make certain trade-offs for (chosen brand).
28. (chosen brand) helps me solve certain dilemma's.
29. I have invested so much time and resources in (chosen brand) that I don't want to switch it.
30. If I do not use (chosen brand) for an extended period of time it feels like something is missing.

Brand relationship

31. (chosen brand) makes me feel wanted, respected, listened to, and care for.
32. I believe I can depend on (chosen brand).
33. I believe (chosen brand) is reliable.
34. I believe (chosen brand) is predictable.
35. I have trust that (chosen brand) will deliver what I desire.
36. I have comfort in (chosen brand) accountability for its actions.

Image 30: 8 different meaning groups and the accompanying statements

Demographics

Before diving into the findings of each level it is important to get an understanding of the demographics of the participants. For this research, a collaboration with Qualtrics was established. To get a good understanding and scientific data one market was selected with a sample size of 201. In order for the research to be reflective of the market the sample had participants with different age, gender, educational level and income.

In total 1700 participants started the questionnaire, after filtering out all partial responses, and all participants not suitable for the research, 201 responses were left. All Participants were from the US market, this market was chosen on request of the client, Wonder Inc. The recruitment was done by Qualtrics, a third party which facilitated the online questionnaire and took care of the recruitment. The data was collected in a time period of one week and was collected by May 30th, 2018.

The following demographics were recorded:

- **Age:** age range was between 18-72 (see image 31)
- **Educational level:** The educational level ranged from no schooling to participants who had a doctorate degree. (see image 32)
- **Income:** 10.000 to 150.00 or more annually (see image 33)
- **Gender:** 51 Male / 148 Female / 3 other (see image 34)

In total 132 different brands were discussed, the top 4 most mentioned brands were:

1. **Apple:** 23 participants
2. **Samsung:** 8 participants
3. **Nike:** 8 participants
4. **Amazon:** 8 participants

29 different product/service categories were addressed, the top 4 most discussed categories were:

1. **Consumer Electronics:** 48 participants
2. **Food & Beverages:** 36 participants
3. **Personal care:** 35 participants
4. **Clothing:** 34 participants

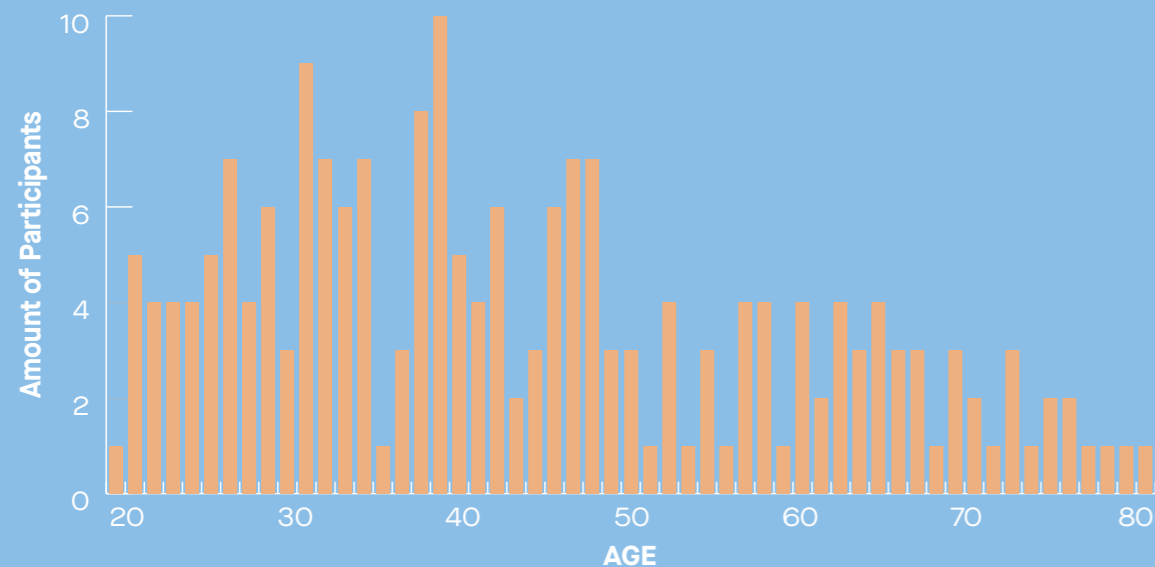


Image 31: Age distribution

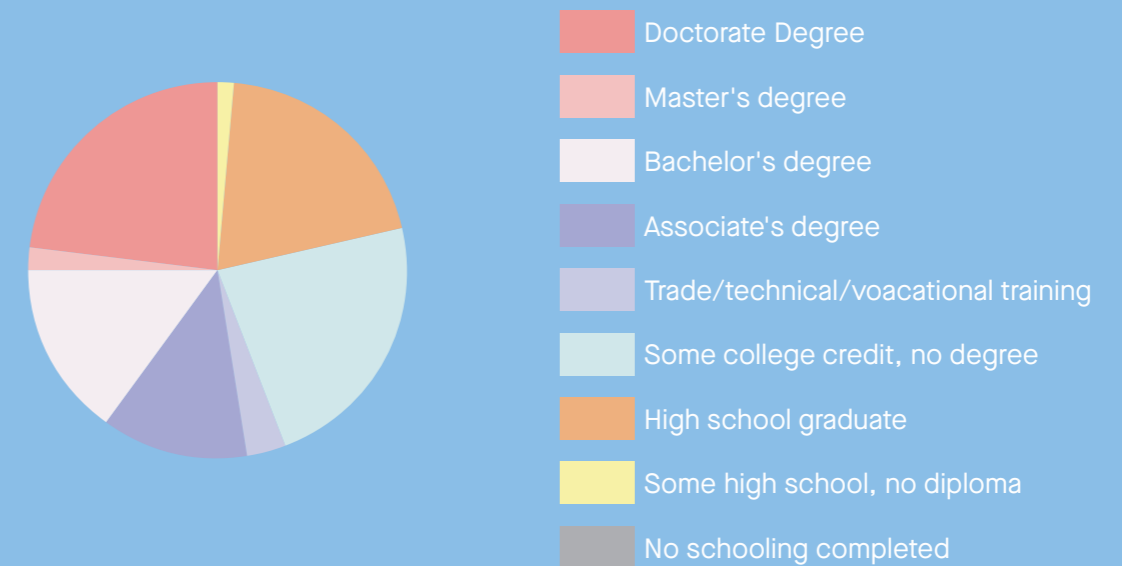


Image 32: Education distribution

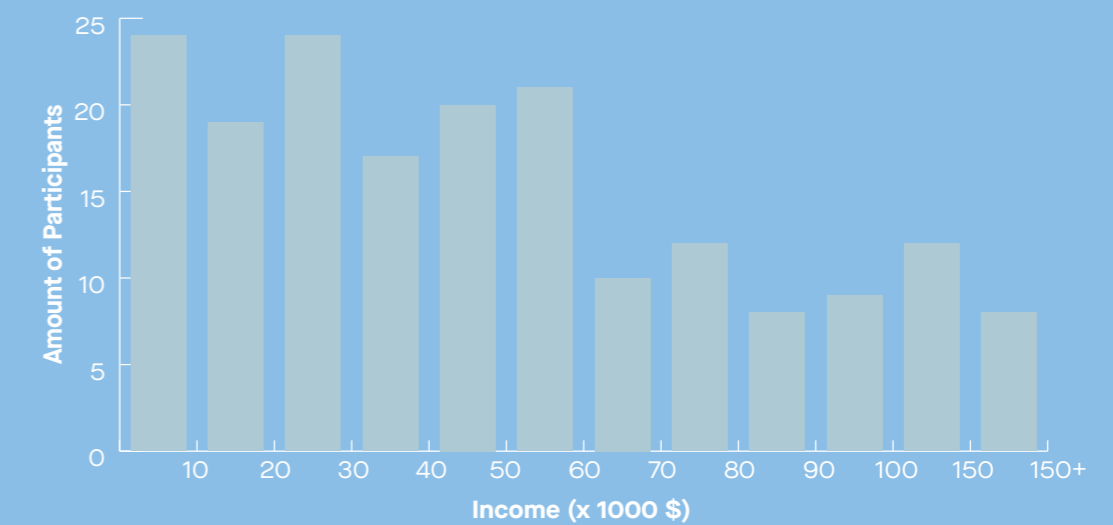


Image 33: Income distribution

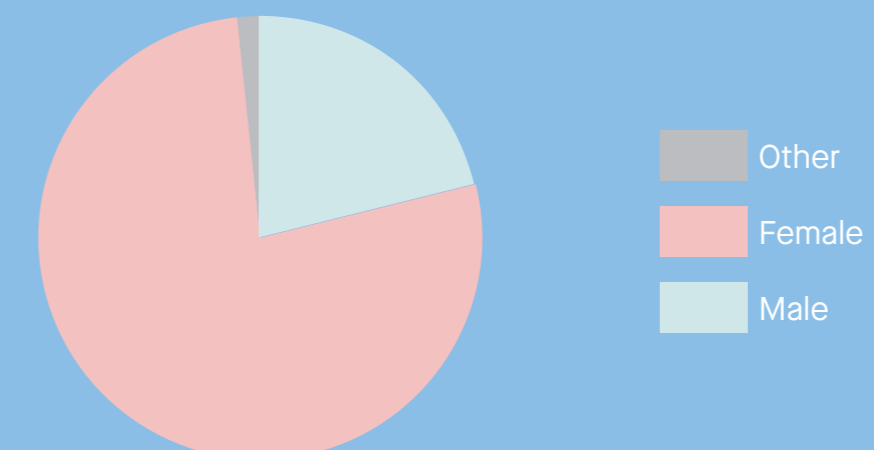


Image 34: Gender distribution

Functional level findings

Before diving into what the effect of each level is on the total brand perception it is interesting to first look how each level is build up. What is it that consumers value at each level and how well do extraordinary brands deliver. Furthermore, what is the correlation between these ratings and the brand perception?

As described in the previous chapters, the participants were asked to select functional value they seek when it comes to the specific purpose their only choice has for them. The participant was asked to select from the list, provided by Almquist (2016), but besides that, they were offered the option of adding their own. During the analyses, it became apparent that most of the additional functional values provided, could be placed under the functional values identified by Almquist. As a result the data was restructured and if necessary new functional value elements were added.

The top 10 of most important functional value, extraordinary brands deliver, can be viewed in image 35. As shown there, the top 5 most selected important functional needs were:

1. Quality (181)
2. Variety (91)
3. Saves Time (81)
4. Sensory Appeal (79)
5. Simplifies (68)

The number behind the functional value shows how many people selected that benefit. So when it comes to Quality 181 participants, out of 201, selected it as being an important functional benefit they seek, a product that is of high quality. As described in the qualitative data analyses, it is not surprising that quality is selected most often.

When we look at the results of the qualitative research we see that the top 5 differs a bit, however, both include quality, sensory appeal and simplifies. It is interesting to see that these functional values continue to be important, even on a larger sample size.

So how well do extraordinary brands perform on these functional values? In image 36 you can see how well extraordinary brands perform on the, to the consumer, most important functional values. On average extraordinary brands score 87,33 out of 100. The average score of an extraordinary brand over all functional values is, from here on out, labelled as 'brand performance'.

The next step was to test whether demographics influ-

enced the ratings of the performance. It showed that there was no significant correlation between different categories, brands, education level or income level. However, there was a significant moderate positive correlation between age and the rating of the performance of an extraordinary brand ($r=.272, n=201, p<0.01$).

The hypothesis for the functional level was:

H1: An extraordinary brand provides value to the consumer on the functional level because it fulfils, for a specific consumer, the most important functional needs in the best possible way (as described by Almquist et al.,2016).

The data shows that indeed extraordinary brands perform well on the, for the consumers, most important functional values. On average, extraordinary brands score 87,33/100 which can be considered as a really high score, therefore the data supports hypothesis 1.

But How does the functional level influence the overall brand perception? In order to measure the brand-perception, three different variables were measured.

First of all, the degree to which the chosen brand was the only choice. On a scale of 1 to 10 the participants were asked to rate to what degree they consider any other brand when it comes to the purpose of their chosen brand. 1 is that they consider multiple other brands, 10 is that they do not at all consider any other brand. From here on out this variable is labelled as 'Only Choice Index'(OCI).

Secondly, the Net Promoter Score (NPS) was measured. This is a commonly used question in which the participant is asked how likely it would be that they would recommend the brand to a friend or colleague. 1 is not likely at all and 10 is extremely likely. The score is often used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

Lastly, the consumer was asked how much they were willing to pay more for the products, services and experi-

ence of their only choice brand.

These three variables together were used to measure the result of the overall brand perception. The influence of the functional level on these variables will be discussed in a later chapter, however, an initial correlation analysis showed:

- Brand performance positively correlates with Brand Experience ($r=.580, n=201, p<0.01$)
- Brand performance positively correlates with Brand meaning ($r=.410, n=201, p<0.01$)
- Brand performance positively correlates with NPS ($r=.479, n=201, p<0.01$)
- Brand performance positively correlates with only choice index ($r=.373, n=201, p<0.01$)
- Brand performance does not correlate with willingness to pay more.

The analyses shows that brand performance (average

overall score and indicator for Functional level) correlates with Brand experience (average score and indicator for Experience level) and Brand meaning (average score and indicator for the Meaning level). What effect these layers have on each other will be discussed in a later chapter. Furthermore, the data showed that Brand performance does influence NPS and the only choice index, however, it does not influence the willingness to pay more.

So concluding, it seems that extraordinary brands score high on, to the consumer important, functional needs. How well they perform on these functional needs is not correlated to which category, brand, education level or income. However, the age of the participant is positively correlated to how well a brand is rated to perform. Furthermore, it seems that the functional level positively correlates with the other levels and that it positively correlates with the NPS and only choice index. However, it does not correlate with the willingness to pay more.

For the complete SPSS analyses please view Appendix E.

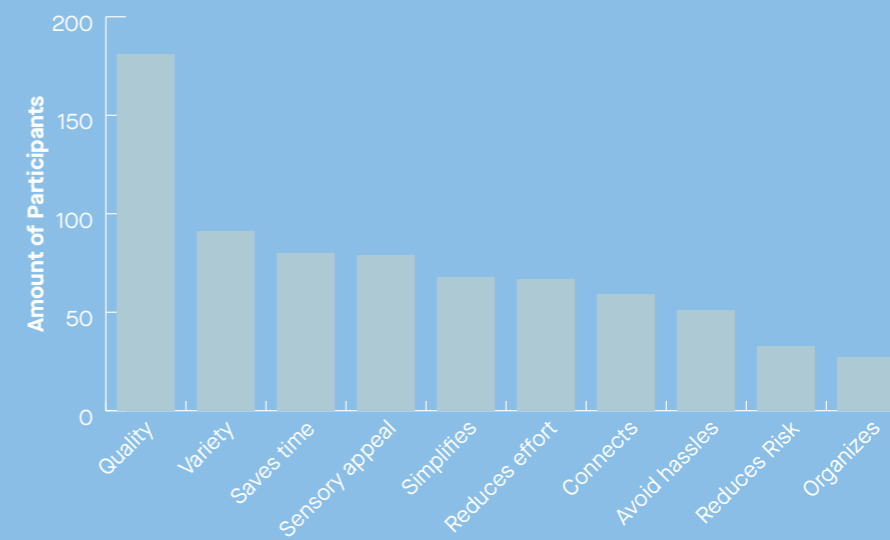


Image 35: Most selected functional benefits consumer seek from extraordinary brands

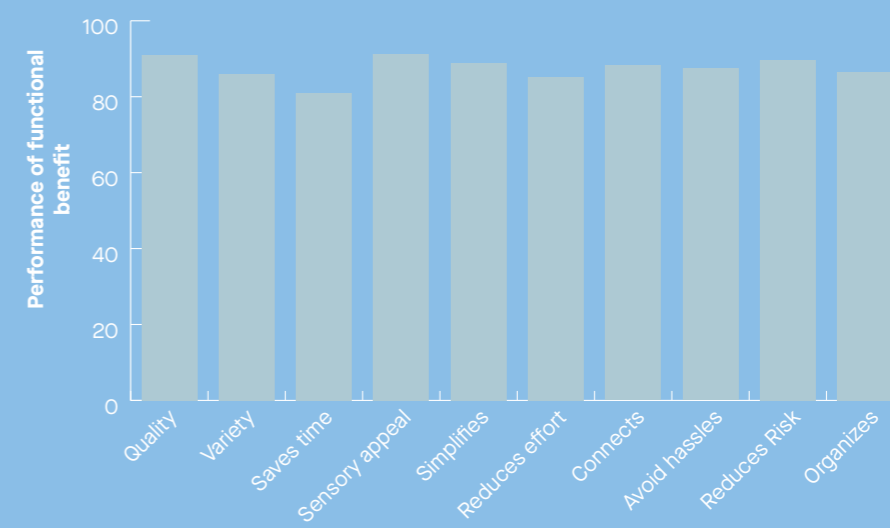


Image 35: Performance of extraordinary brands on selected functional benefits

Experience level findings

During the part of the experience level, the participants were asked to select emotions they felt when thinking of their only choice brand. They could select these emotions from a list or add their own. The examples provided were from the PANAS list, which is a commonly used list of emotions. The next step was that the participants needed to choose whether these experienced emotions were desirable or undesirable. This question was followed by a question in which they needed to rate how strongly these emotions were experienced. Lastly, the participant was asked how they would rate the overall brand experience as positive or negative. This last question resulted in the score for the brand experience, which is the indicator for the Experience level.

The top 10 mention emotions that are evoked by extraordinary brands are shown in image 36. The top five is:

1. Excitement (144)
2. Interest (124)
3. Inspired (96)
4. Enthusiastic (94)
5. Strong (79)

It is interesting to see that excitement is the number one experience emotions. And it shows how strongly the participants feel towards their only brand since it evokes excitement.

When we look at how strongly the participants experienced these emotions it becomes apparent that extraordinary brands evoke strong emotions (image 37). On average the emotions evoked are rated 8,53/10.

Furthermore, in total, the participants listed 1014 desirable and 45 undesirable emotions. So consumers experienced mostly desirable emotions when it comes to extraordinary brands.

Lastly, when it comes to the overall brand experience, participants rated that the extraordinary brands deliver a really positive brand experience, the average score was 9,22/10. Furthermore, the strength of emotions experienced positively correlates with the brand experience. ($r=.671, p<0.05$)

When it comes to the demographics, it became apparent that the strength of each emotion does not correlate with the difference in category, gender, income, brand, age or

educational level.

There is no correlation between brand experience and education, brand, category and income. However, there is a significant moderate positive correlation between age and brand experience ($r=.269, n=201, p<0.01$).

So what does this all mean in relation to the hypothesises? The hypothesises for the experience level were:

H2: An extraordinary brand is perceived to provide value on the experience level, because it evokes, for a specific consumer, (intense) positive emotions.

H3: An extraordinary brand is perceived to provide more value on the experience level, because it evokes, for a specific consumer, few (intense) negative emotions.

As the data shows, when it comes to an extraordinary brand, they evoke positive emotions (1014 vs 45) these emotions are experienced strongly (8,53/10) and the experience of an extraordinary brand results in a very positive brand experience (9,22/10). Therefore the data supports hypothesis 2 and 3.

When it comes to NPS, Only choice index and willingness to pay more the following correlations were found:

- Brand Experience positively correlates with NPS ($r=.772, n=201, p<0.05$)
- Brand Experience positively correlates with Brand love ($r=.433, n=201, p<0.05$)
- Brand performance does not correlate with 'willingness to pay more'.

The effect of brand experience on the three variables will be discussed in a later chapter.

So concluding, when it comes to the brand experience of extraordinary brands, the consumer experiences mostly (1014 vs 45) very strong (8,53/10) positive emotions. The overall brand experience is rated very positively (9,22/10). Age, gender, education, income, brand and category do not influence the rating of both the strength of the emotions and the overall brand experience. However, the strength of emotions positively correlates with the overall brand experience. These findings support hypothesis 2 and 3.

The complete SPSS analyses can be found in Appendix F.



Image 36: Most frequent emotions felt towards extraordinary brands

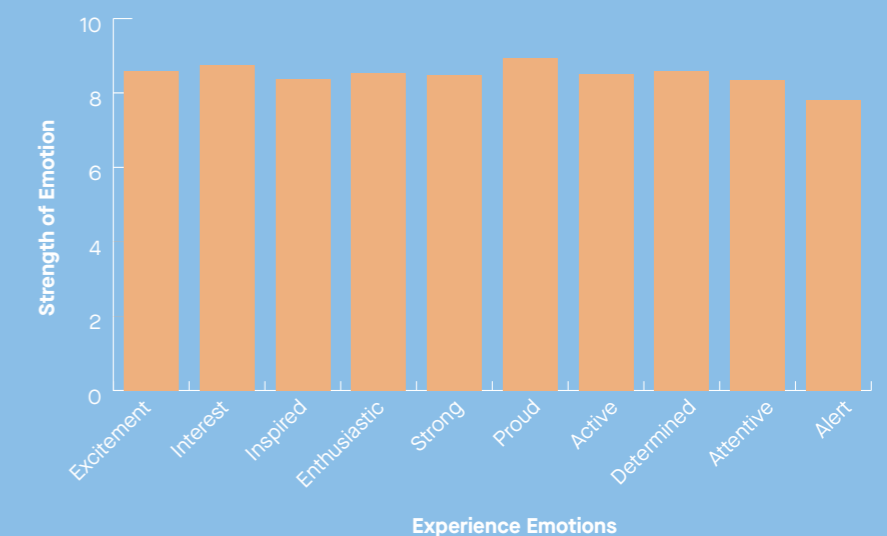


Image 37: Strength of evoked emotions by extraordinary brands

Meaning level findings

During the Meaning level part of the questionnaire, participants were asked to rate a total of 36 statements. They were asked to rate to what extent they agreed with the statement. As described earlier, multiple statements together were used to measure a single meaning group. The average score for each of these statements resulted in the average for that specific meaning group. Furthermore, the average of all scores of each meaning group together resulted in the average of the meaning level, which I labelled as brand meaning. The complete SPSS analyses can be found in Appendix G.

The average score of each meaning group can be found in image 38. When it comes to extraordinary brands the following meaning groups had the highest score:

1. Brand Familiarity (8.5)
2. Brand Relationship (8.2)
3. Social Identity (8.0)
4. Brand Consumer Prestige (7.7)
5. Brand Intimacy (7.6)

Consumers rate the brand meaning of Extraordinary brands with an average of 7.7/10.

Income, Age, category, brand and Education do not influence how consumers rate the different meaning groups. However, there is a significant difference between the means when it comes to gender and the rating of Self-Identity ($F(2,198)=3.838, p<0.05$). Turkey's post hoc tests revealed significant differences between male and female on self-identity $p = .036, d = 0.84$.

Furthermore, the following correlations were tested:

- Each meaning group correlates with the Brand experience.
- Each meaning group correlates with the Brand performance.
- Each meaning group correlates with the NPS.
- Each meaning group correlates with Only choice index.
- None of the meaning groups correlate with the willingness to pay.

So how do Extraordinary brands score when it comes to brand perception? As described earlier, there were three variables used to measure this. First of all NPS, extraordinary have an average NPS of 9.2. So consumers are more than willing to recommend their extraordinary brands to friends and family. When it comes to the Only choice index, consumers rate extraordinary brands 8,95. So consumers on average only consider their only choice brand when it comes to the purpose it serves for them. Lastly, Consumers are willing to pay 69,15% more for the prod-

ucts and services of their extraordinary brand.

If we now look at the different hypothesis and the data we can make the following conclusions. First of all, the fourth hypothesis was:

H4: Product identification is positively related to positive brand perception.

Product identification was addressed by the meaning group 'self-identity'. The analyses showed a moderate positive correlation ($r=.331, n=201, p<0.01$). Furthermore, when we look at the only choice index we see a weak positive correlation ($r=.189, n=201, p<0.01$). Lastly, when it comes to willingness to pay more we do not see a correlation. However, since it does positively correlates with NPS and the Only choice index, it indeed has a relation and so the data supports the hypothesis.

The next hypothesis constructed in the meaning level was:

H5: corporation identification is positively related to positive brand perception.

Corporation identification was addressed in the meaning group under social identity. There is a strong positive correlation between the score on Social Identity and the NPS ($r=.492, n=201, p<0.01$). Furthermore, there is a moderate positive correlation between Social Identity and the Only choice index ($r=.330, n=201, p<0.01$). Lastly, similar to Hypothesis 4, there is no correlation between Social Identity and willingness to pay more. However, with the same argumentation, Corporation identification has a positive relation with brand perception.

H6: When a consumer sees a brand as a mean to achieve something bigger, that not only affects themselves but others as well, it has a positive effect on the brand perception.

This influence was measured with brand impact. Brand impact has a moderate positive correlation with NPS ($r=.393, n=201, p<0.01$). Furthermore, there is a moderate positive correlation with the Only choice index ($r=.239, n=201, p=0.01$). Lastly, again there is no correlation between willingness to pay more and brand impact. However, it still has a positive relation with brand perception and therefore the data supports H6.

So concluding, when it comes to the meaning level extraordinary brands score high on all meaning groups. all but one, of the demographics, did not influence these ratings. Gender does influence the rating of Social identity, males rate on average 0.84 higher. Brand meaning

correlates with both Brand performance and Brand experience. So all levels, as described in the earlier chapters, do correlate with each other. The average score of the meaning groups positively correlates with NPS and the Only choice index but not the willingness to pay more.

At the end of the Meaning part of the questionnaire, the participants were asked to rate which level was most important according to them. The participants could put each level in one of the three boxes, being most important, rather important or least important. They could also put all three in the same box. This resulted in the data

shown in image 39. It seems that consumers tend to think that the functional level is most important, followed by the experience level and lastly the meaning level. This conclusion was made based on the representation of each level in the three different boxes. This could come back to the statement made by Saw (2007) that consumers tend to rationalize their decision, and even though 50% of the decisions is based on emotions, consumers tend to choose function over emotion as being the main driver. So in this scenario it may mean that consumers think the functionality is more important than the experience or meaning a brand holds. The importance of each chapter will be discussed in the next chapters.

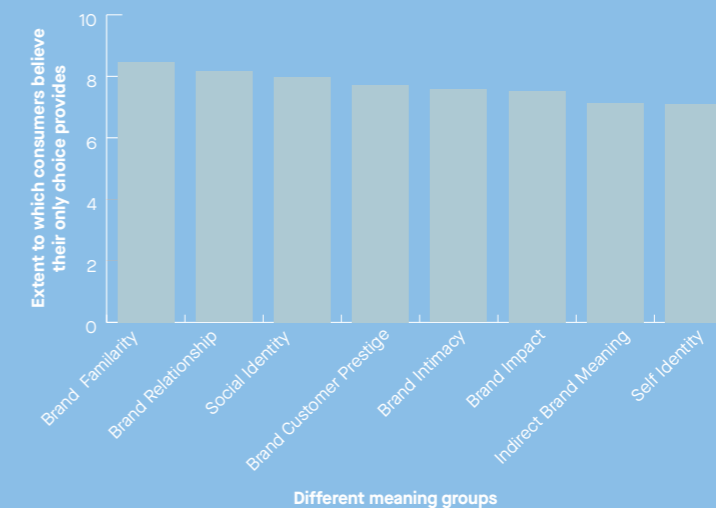


Image 38: Average score of each meaning group

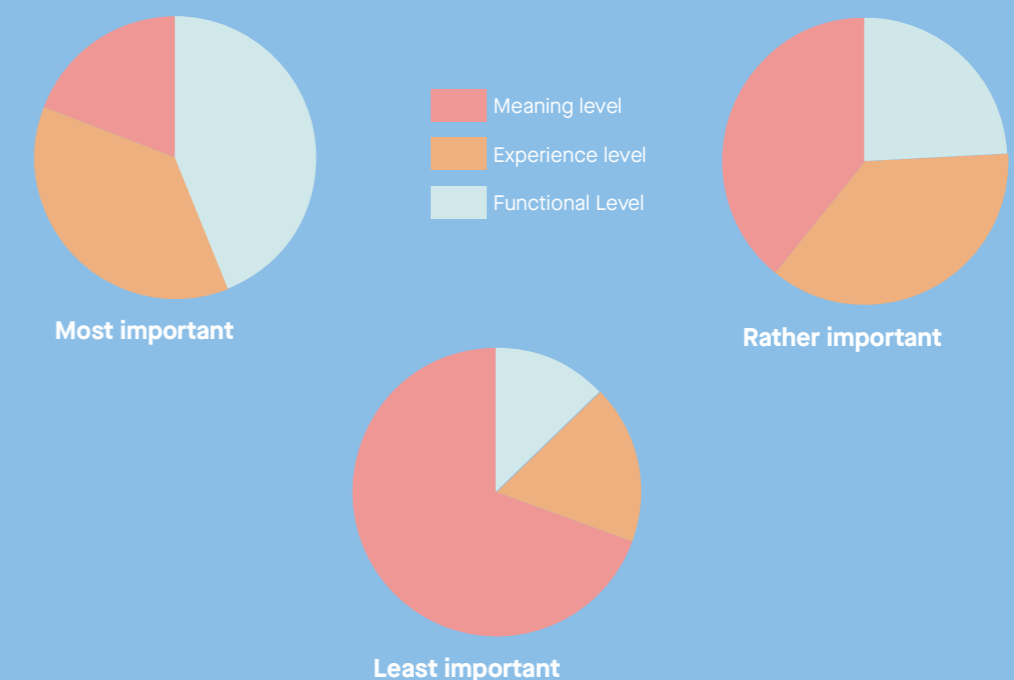


Image 39: importance of each level according to consumers

Brand Perception Blueprint

The previous chapters showed how each level is build up and what is important when it comes to extraordinary brands. Furthermore, they showed that each level correlates with each other and with NPS and Only choice index. However, how does each level interact with each other and how do they influence the NPS, only choice index and willingness to pay more?

Before diving into the relation between each level and their influences, it is good to first create a visual overview of all the data we have so far. The data has been visualized in image 40.

The arrow has the same shape as the original model. On the left side it has the Functional level, then the Experience level and lastly on the right, the Meaning level.

If we look back at the findings of the Functional level, it seems that extraordinary brands score high on, to the consumer important, functional needs. The top five most important functional needs consumers seek to fulfil with the products and services of extraordinary brands were:

1. Quality (181)
2. Variety (91)
3. Saves Time (81)
4. Sensory Appeal (79)
5. Simplifies (68)

In the model, you can see these 5 functional needs listed accordingly in the Functional level. Behind it you can see blocks that represent how well extraordinary brands, on average, perform on these functional needs. Each block represents '1', there are 10 blocks in total, visualizing the complete scale of 1-10. Lastly, at the bottom of the Functional level, you can find 'brand performance' This is the average score of all functional needs on which an extraordinary brand provides value and so, as earlier described, the indicator score for the Functional level.

When it comes to the brand experience of extraordinary brands, the data showed that positive emotions were experienced most. The top 5 most experienced emotions were:

1. Excitement (144)
2. Interest (124)
3. Inspired (96)
4. Enthusiastic (94)
5. Strong (79)

Again you can find these in the experience level listed

according to their importance. As the data showed the strength of an experienced emotion correlates with the brand experience. Therefore, in front of the emotions, you can find a circle with a smaller circle within. These represent how strong the emotion were experienced. If the outer circle is completely filled it means the emotions were experienced very strong. At the bottom of the experience level you can find 'Brand Experience', this score is a result of the average of how positive participants rated the overall brand experience with their extraordinary brand and is used as the score to measure the experience level.

When it comes to the meaning level extraordinary brands score high on all meaning groups. Therefore you can find all 8 groups in the meaning level. In front of the group, you can find a square with the icon of that meaning group. Furthermore, the degree to which it is filled shows how strong that meaning group was felt/rated. At the bottom of the meaning level you can find 'brand meaning' this is the average score for each meaning group from all participants and is used as the score to measure the meaning level.

Lastly, on the left side of the brand perception map, you can find three boxes, each box shows a different variable for measuring what the brand perception leads to or the degree to which it is the only choice. Below you can find a small description of each variable.

Net Promoter Score (NPS): How likely is it that consumers would recommend the brand to a friend or colleague, 10 is that it is extremely likely that the consumer would recommend it.

Only Choice Index (OCI): Shows the degree to which the chosen brand was the only choice. It shows to what extent the consumer considers other brands, 10 is that they do not consider any other brand than their only choice.

Willingness to pay more (WTP): Is the name states, it shows how much % the participant is willing to pay more for the products and services of the brand in question.

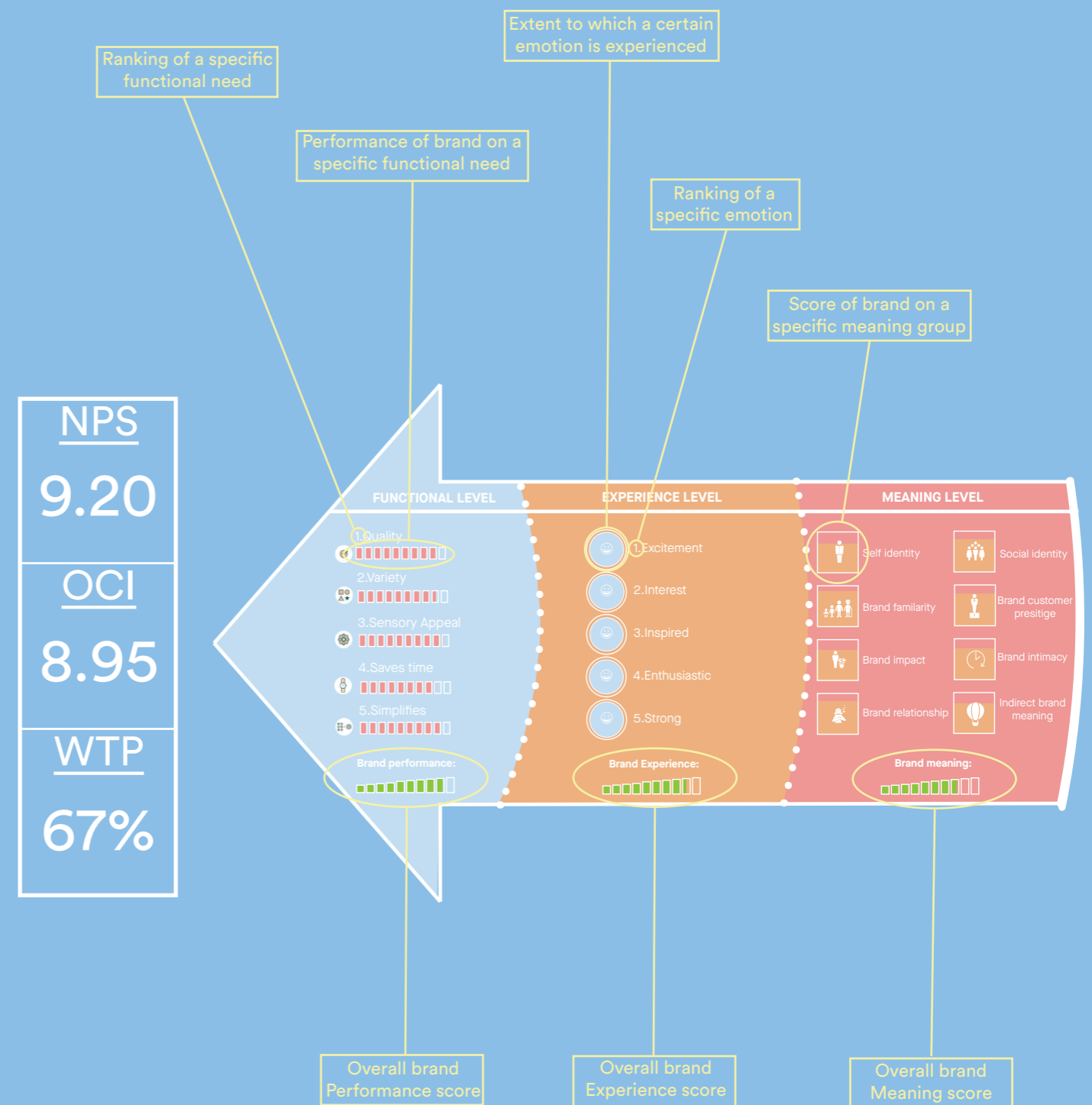


Image 40: Brand Perception Blueprint of extraordinary brands

Between level regression

Now that we have an overview of how each level is built up, we need to understand how each level influences the other, and how they together influence the Net Promoter Score, the Only Choice Index and the Willingness to pay more.

To see how we can measure the influence of each level on each other we first needed to standardize them to make them measurable.

The variable to measure the functional level was the brand performance, this variable was the average performance of an extraordinary brand on each functional benefit. The brand performance was measured on a 100 scale, therefore to standardize it, all the results were all divided by 10 and then the mean was subtracted from the individual values.

The variable to measure the Experience level was the score consumers rated for the overall brand experience. This variable was on a 10 points scale and the standardized values were found by taking the individual values of each participant and subtracting the mean.

When it comes to the Meaning level it was a bit more complicated, this is since there were multiple variables that contributed to the scoring of the meaning level. Each meaning group had its own score, so in order to create a single variable for the meaning level, we needed to find out which variables all loaded on one factor. To find this out a factor analysis was performed (see Appendix H).

Initially, the factorability of the 36 Meaning items was examined. Several well recognised criteria for the factorability of a correlation were used. Firstly, it was observed that 32 of the 36 items correlated at least .3 with at least one other item, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .917, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant ($df(630) = 4204.037, p < .05$). Finally, the commonalities were all above .3, further confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was deemed to be suitable with all 36 items.

Initial eigenvalues indicated that the first six factors explained 39,9%, 9,9%, 4,9%, 4,6%, 3,9% and 2,8% of the variance respectively. Due to the high variety explained by the first factor, this one was chosen to represent the meaning level. The rotated component matrix showed which meaning statements constructed this factor and so were used to create the variable of the Meaning level.

First to find how each level influences each other a regression analyses was performed. The effect of each level on the other was investigated. The complete SPSS analysis can be found in Appendix I.

A linear regression was calculated to predict Brand performance based on Brand experience and Brand meaning. A significant regression was found for both Brand experience and Brand meaning ($F(2,198)=50.403, P<0.01$), with an R-square of .339. Participants' predicted Brand performance rating is equal to $2,919+0.392+0.260$. So, if brand Experience increases with 1, Brand performance will increase with 0.392. Furthermore when Brand meaning increases with 1, Brand performance will increase by 0.260.

Another linear regression was calculated to predict Brand experience based on Brand performance and Brand meaning. A significant regression was found for both Brand performance and Brand meaning ($F(2,198)=110.830, P<0.01$), with an R-square of .528. Participants' predicted Brand performance rating is equal to $3.178+0.229+0.477$. So, if Brand performance increases with 1, Brand experience will increase with 0.229. Furthermore when Brand meaning increases with 1, the Brand experience will increase by 0.477.

Lastly, a linear regression was calculated to predict Brand meaning based on Brand performance and Brand experience. A significant regression was found for both Brand performance and Brand Experience ($F(2,198)=103.479, P<0.01$), with an R-square of .511. Participants' predicted Brand meaning rating is equal to $0.252+0.218+0.685$. So, if Brand performance increases with 1, Brand meaning will increase with 0.252. Furthermore when Brand experience will increase by 1, Brand meaning will increase by 0.685.

In the image on the right, which shows the Brand Perception Blueprint from the previous page, now also shows, below it, the influence of each layer on each other. There are three blocks, representing the different levels. In each block, there are two numbers, representing each of the effects that level has on the other levels. For instance, in the Functional level block, you see two numbers, in orange 0.229 and in pink 0.218. The colours stand for the level which it influences, so if the functional level would go up with 1, the experience level will go up with 0.229 and the meaning level by 0.218. Lastly, below each level

you can find the multiplying factor. This factor stands for the influence of raising that level by one. So in easy terms, it shows what the result would be if you would increase that level by one. For instance, for the Functional level, investing in improving the overall brand performance by 1, would result in an increase (over all levels) of $1 + 0.229 + 0.218 = 1.517$.

If we look at the numbers it is interesting to see that each level has a positive effect on the other. This support the integration of the jobs to be done methodology, which

is divided across all three levels but all parts contribute to a certain job that needs to be done. Furthermore, if extraordinary brands want to improve the overall brand perception it would be wise to focus on the brand experience since this has the biggest multiplier. This is interesting since it shows how related each level is to each other and their importance. Moreover, the experience level has quite some positive overflow to both of the other levels. Therefore, an extraordinary brand could decide to focus their attention on this level, since it will indirectly result in an increase in the other two levels.

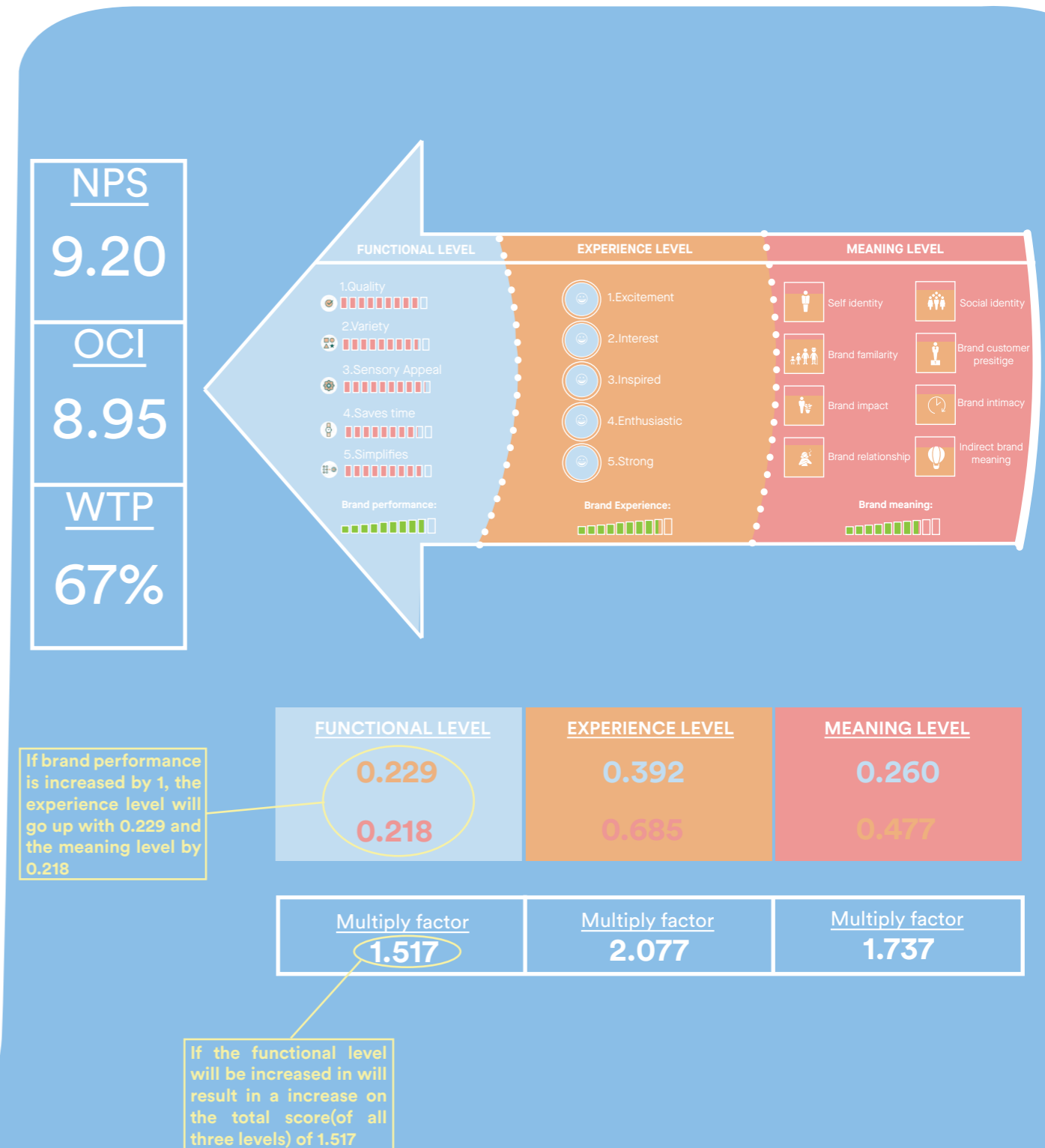


Image 40: Brand Perception Blueprint of extraordinary brands including the effect of each level on each other

Influences of model

Now that we know what the effect is between each level it is time to see how each level, individually and together influences the overall brand perception. In order to figure out how each level influences the three variables used to measure the result of the brand perception we needed to take a step back. As explained in the previous chapter each level influenced the other level and can be used as a predictor. Therefore, when analysing what the effect is of one of the levels on the variables, we need to take in consideration that it could have an effect that exceeds the influence of the level itself due to it working together with the other levels. So for instance when it comes to finding the influence of the Meaning level on the NPS, we should not only look at the direct effect of the Meaning level, but also the effect it has together with the Experience and Functional level. Image 41, shows the influencers on NPS, to measure the effect of the meaning level the following formula should be applied: Effect of meaning on NPS= $b_3 + b_2 \times \text{Functional level} + b_4 \times \text{Experience level}$

In order to measure this Andrew F. Hayes PROCESS analyses was used.

In line with image 41, I will explain how the effect of the Meaning level will be found on NPS, with the functional and experience level as moderators. If we run model 2 of Hayes PROCESS analyses it shows that the overall model is significant ($F(5,195)=38.87, p < 0.001, R^2=0.50$). It gave the following values for each levels and their interaction:

- Meaning level $b(3)=0.302, t(195)=4.044, p < 0.001$
- Functional level $b=-0.027, t(195)=-0.371, p=0.711$
- Experience level $b=0.614, t(195)=5.459, p < 0.001$
- Interaction Meaning x Functional $b(2)=-0.012, t(195)=-0.237, p=0.813$
- Interaction Meaning x Experience $b(3)=0.028, t(195)=0.562, p=0.575$

So if we want to measure the effect of the meaning level on NPS we take the earlier proposed formula and fill it in:

Effect meaning on NPS= $b_3 + b_2 \times \text{Functional level} + b_4 \times \text{Experience level}$.

In this example there is no significance for both the interaction between the Meaning level and the Functional level. Furthermore, there is no significance between the Meaning level and the Experience level. Therefore, the formula for the influence of the meaning level on the NPS will be:

Effect meaning on NPS= $0.302 + 0 \times 9.22 + 0 \times (87.3/10) = 0.302$. So for every increase of meaning with 1 unit,

NPS will increase with 0.302.

This analyses was then performed to find the effect of each level on NPS, OCI and WTP. For the complete analyses view appendix J. This resulted in the following effects:

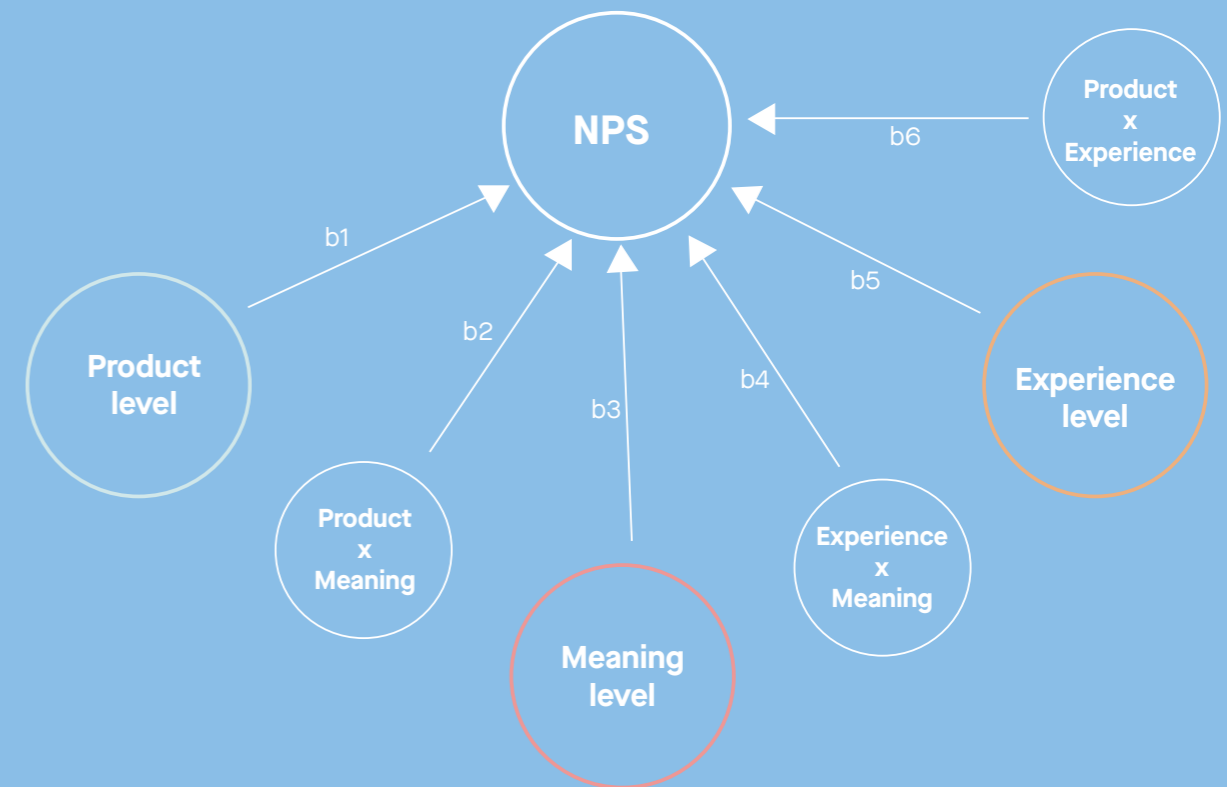
NPS:
 Meaning level: 0.302
 Experience level: 0.644
 Functional level: insignificant

OCI:
 Meaning level: 0.671
 Experience level: 0.193
 Functional level: 0.179

WTP:
 Meaning level: insignificant
 Experience level: Insignificant
 Functional level: insignificant

The effects of each level on NPS, OCI and WTP have been visualized in image 42. Next to each box, showing the NPS, OCI and WTP you can find an arrow with a number. The colour of the arrow shows from which level it comes and what the effect is if that level would be increased with 1.

It is interesting to see that when it comes to the NPS score that the Experience level has the biggest influence (0.6442) followed by the Meaning level (0.302). The Functional level does not have a significant direct influence, however does function as a mediator for the other levels. When it comes to the Only Choice Index, each level significantly influences the score directly. Here it seems that the meaning level has the biggest effect on OCI. This is interesting, in more detail the interaction between the experience and meaning level together is very strong. This proves the importance of brands providing value on the meaning level. Furthermore, none of the levels influence directly the WTP. A regression analyses did not show a significant effect between NPS and WTP or OCI and WTP. However, it seems only logical that the willingness to pay more increase when consumers are so happy with their brand recommended it and do not consider any other option. Lastly, both the interaction between levels and their effect on the NPS, WTP and OCI shows that all levels are important and that brands can not ignore any of the levels. Each level is important, however, when it comes to extraordinary brands it seems that the experience and meaning level are of higher importance when it comes to NPS and OCI.



Effect of meaning on NPS= $b_3 + b_2 \times \text{Product level} + b_4 \times \text{Experience level}$

image 41: Influencers of the NPS

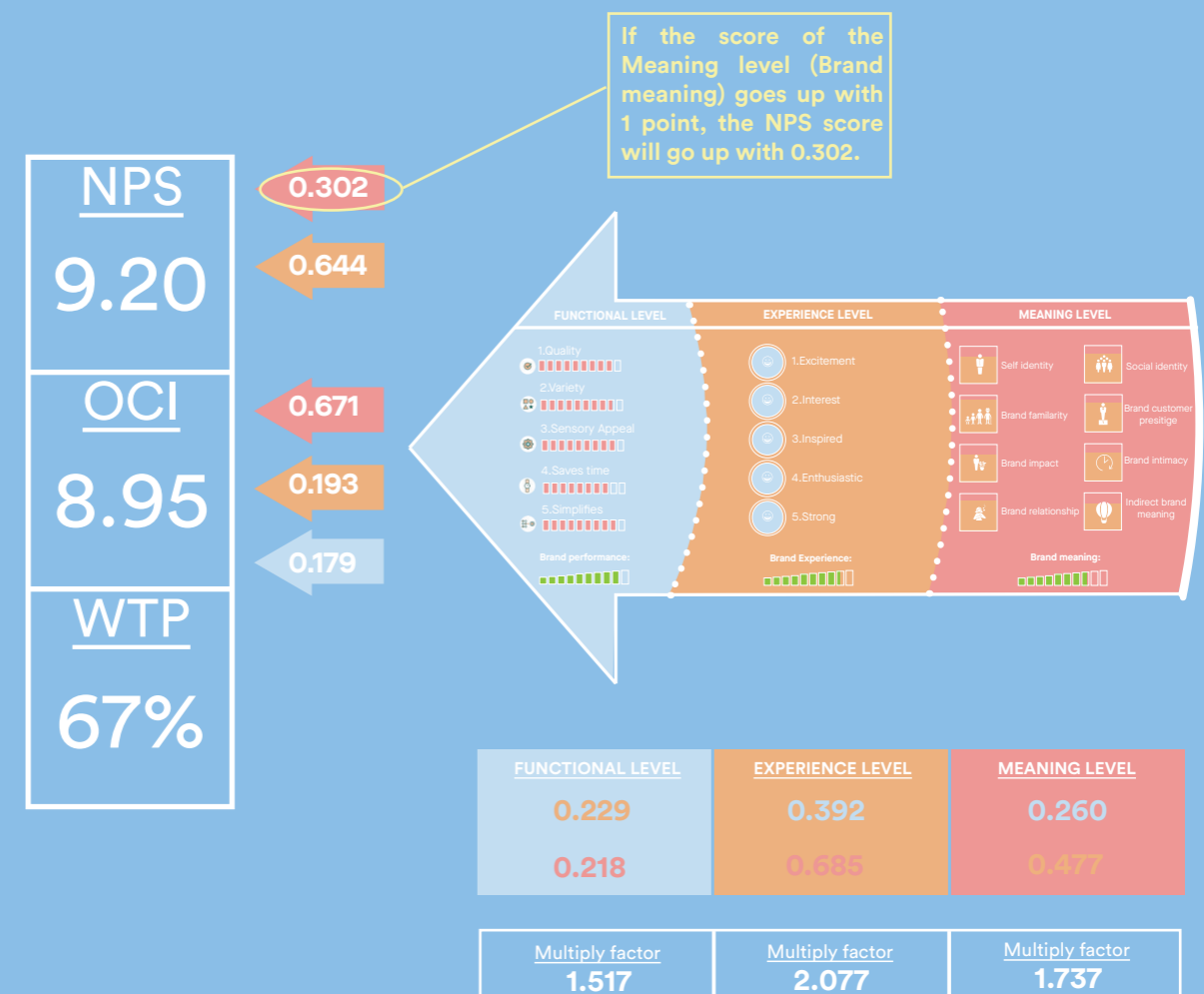


image 42: Complete brand perception Blueprint

Implications of a Brand Perception Blueprint

The Brand Perception Blueprint on the previous pages showed how extraordinary brands are perceived by consumers and how this perception affects the NPS, OCI and WTP.

But how can Wonder inc. now use the methodologies created during this thesis for their clients. This chapter will provide a brief introduction to the implications of the Brand Perception Blueprint, it will be discussed in more depth in the final part of this report: The road to become extraordinary.

First of all, to get a deep understanding a qualitative research should be executed among the (potential) consumers of the client of Wonder Inc. The goal of the qualitative interview is to find out what aim or goal it is the consumer seeks to achieve, how they want to achieve that aim or goal and why it is really that they want to achieve this aim or goal. The discussion guide in Appendix B can be used to unravel all these questions and to obtain in-depth knowledge of their consumers. Furthermore, it enables Wonder Inc. to find, using the jobs to be done methodology (which is integrated into the discussion guide) what the client is currently doing well and what it is not going well.

The qualitative interview will result in numerous findings on what how and why consumers interact with the client, what is going well and what is not going well. This data can be synthesized in order to create a Brand Perception Blueprint, image 43 shows an example for a specific consumer of a fictive consumer electronics company called Trix. The next step will be to see whether these findings are representative among all consumers of the client. This can be found by performing the quantitative analyses, which can be found in Appendix D. The quantitative analyses will provide insight in what the most important functional needs are the consumer seeks to fulfil, how the client performs on these needs and what their overall score is for the functional level. Furthermore, the most requiring emotions will be found and how strong these emotions are experienced. It will also provide a score for the overall brand experience of the brand. When it comes to the meaning level the analyses will show how well the client provides value on the 8 different meaning groups. Furthermore, the current NPS, OCI and WTP will be calculated. Lastly, the interaction between each level and their influence on the NPS, OCI and WTP will be calculated. All these findings can then be integrated into the brand perception map. Image 44 shows an example of the brand perception map of Trix.

So when it comes to Trix, the five most important functional needs consumers seek to fulfil with their products/ services are shown in the functional level. Below each functional benefit you can see how well Trix performs on these attributes. The score is red when the brand scores below 50%, orange when they score between 50 and 75% and green when the brand scores above 75%. Furthermore, the black line within the scale shows how well extraordinary brands perform. In the bottom, you can find the overall brand performance of Trix.

In the Experience level, you can find the five most commonly evoked emotions consumers experience when thinking of Trix. The bigger the circle the stronger the emotion. Furthermore, green stands for desirable emotions and red stands for undesirable emotions. In the bottom, you can find the overall brand experience. Lastly, in the meaning level, you can see how well Trix performs in relation to the 8 different meaning groups. Again red is below 50% orange between 50-75% and green above 75%.

So what does Trix do with this information? Trix believes that by transforming their consumers into brand ambassadors they can have the highest increase in sales and that is their first initial aim with the limited budget they have. When looking at the NPS it becomes apparent that the Experience level has the greatest affect on NPS and so improving the experience level first, would result in the biggest change in the NPS. So how do they achieve an improvement of the brand experience? The brand perception map shows that a strong experienced emotion is frustration. So if they could make sure that this emotion disappears or at least is less commonly experienced they could increase the overall brand perception. So how do they achieve this? If they now take a look again at the qualitative data they can find that their lacking customer service is the main reason people experience this emotion, so by improving their customer service they can improve the overall brand experience, and so indirectly improve their NPS, creating more brand promoters within their customer group.

So the brand perception map helps Trix to understand how consumers perceive their brand, what they are doing well and what they are not doing well. Furthermore, it helps them to understand where they should focus their resources to achieve the biggest impact. Lastly, the qualitative insights help them to understand how they can improve in order to achieve this increase in one of the levels.

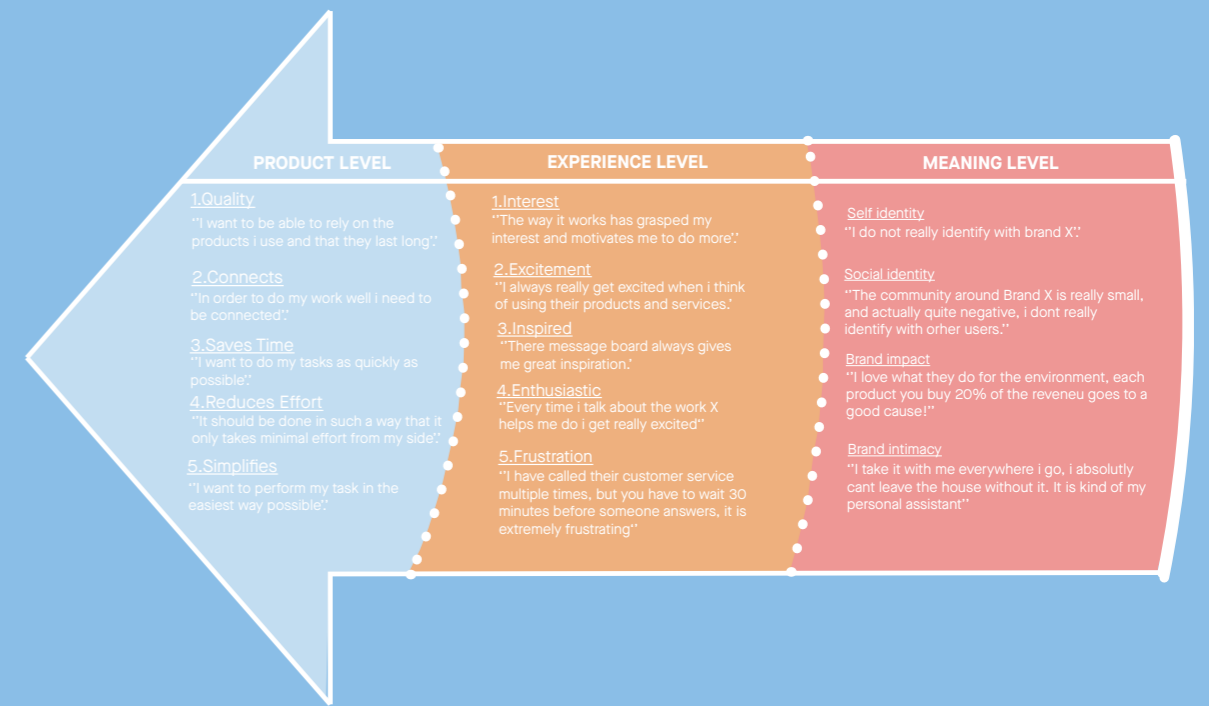


Image 43: Brand perception map of a specific consumer about Trix.

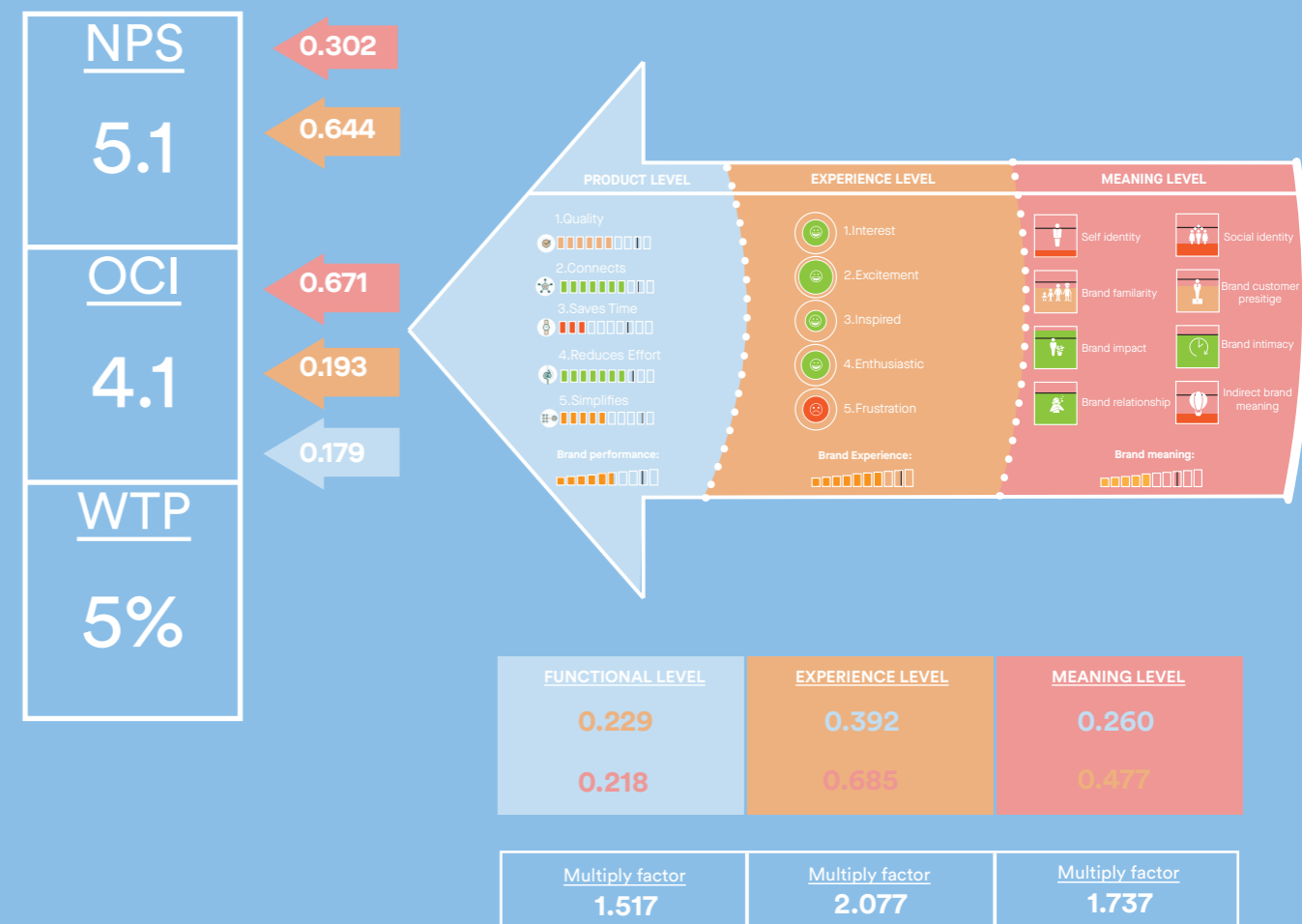


Image 44: Brand perception Blueprint Trix

Summary/Conclusions

Quantitative Research

Answering the Research Questions and testing the hypotheses

The main research question of the quantitative research was:

How do different levels of values (Functional, Experience and Meaning level) contribute to the perception of an extraordinary brand?

In order to answer this question, we start by looking at each level individually.

First of all, when it comes to an extraordinary brand, the 5 most functional values which they deliver are:

1. Quality (181)
2. Variety (91)
3. Saves Time (81)
4. Sensory Appeal (79)
5. Simplifies (68)

Extraordinary brands provide these functional values to a high degree, on average the brand performance of an extraordinary brand on these functional values is 87/100. Therefore, the data supports H1.

H1: An extraordinary brand provides value to the consumer on the functional level because it fulfils, for a specific consumer, the most important functional needs in the best possible way (as described by Almquist et al.,2016).

So what influence does the Functional level have on the overall brand perception? In order to measure the result of the brand perception three variables were measured, the Net Promoter Score (NPS) the Only Choice Index (OCI) and the willingness to pay more (WTP). Below you can find a short explanation of each of these three variables:

Net Promoter Score (NPS): How likely is it that consumers would recommend the brand to a friend or colleague, 10 is that it is extremely likely that the consumer would recommend it.

Only Choice Index (OCI): Shows the degree to which the chosen brand was the only choice. It shows to what extent the consumer considers other brands, 10 is that they

do not consider any other brand than their only choice.

Willingness to pay more (WTP): As the name states, it shows how much % the participant is willing to pay more for the products and services of the brand in question.

When it comes to the importance of the Functional level the participants rated the Functional level most frequently as the most important level out of all three. However, the data shows that when the brand performance is increased by 1 there is no significant effect on the NPS, and the OCI increases by 0.179. When it comes to the willingness to pay there was no significant direct correlation. However, The Functional level does influence the other levels and as such has an indirect effect on the NPS, OCI. A regression analysis showed that an increase of the Functional level by 1 would result in an increase of 0.229 in the experience level and an increase of 0.218 for the Meaning level.

When it comes to the Experience level it seems that extraordinary brands evoke mostly desirable emotions, 1014 desirable emotions VS 45 undesirable emotions. Emotions that were most commonly evoked by Extraordinary brands were:

1. Excitement (144)
2. Interest (124)
3. Inspired (96)
4. Enthusiastic (94)
5. Strong (79)

Furthermore, the evoked emotions were experienced strongly, on average 8,53/10. Due to the fact that Extraordinary brands evoke strong positive emotions and few negative emotions H2 and H3 are supported.

H2: An extraordinary brand is perceived to provide value on the experience level, because it evokes, for a specific consumer, (intense) positive emotions.

H3: An extraordinary brand is perceived to provide more value on the experience level, because it evokes, for a specific consumer, few (intense) negative emotions.

The Experience level has a strong effect on the NPS, if the brand experience is improved by 1, the NPS score will increase by 0.644. Furthermore, an increase of 1 of the brand experience will result in an increase in the OCI by

0.193. The Experience level does not directly influence the WTP.

The Experience level also has a strong positive overflow to the other layers, if the Experience level is increased by 1, the Functional level will go up by 0.392 and the Meaning level by 0.685.

When it comes to the Meaning level the data showed that Extraordinary brands provided value on all 8 meaning groups, the 5 groups with the highest score were:

1. Brand Familiarity (8.5)
2. Brand Relationship (8.2)
3. Social Identity (8.0)
4. Brand Consumer Prestige (7.7)
5. Brand Intimacy (7.6)

Furthermore, the average rating of all meaning groups was 7.7. Since the data shows that participants, on average, experience that extraordinary brands provide value in all meaning groups, the data supports H4, H5, and H6.

H4: Product identification is positively related to positive brand perception.

H5: corporation identification is positively related to positive brand perception.

H6: When a consumer sees a brand as a mean to achieve something bigger, that not only affects themselves but others as well, it has a positive effect on the brand perception.

In addition, the data showed that if the Brand meaning is increased by 1, the NPS increases by 0.302 and the OCI by 0.671. There was no significant direct effect of brand meaning on WTP. However, due to the high effect on NPS and OCI, the Meaning level has a rather high impact on the variables used to measure the effect of the brand perception.

Furthermore, if the brand meaning is increased by 1, the Brand experience increases by 0.477 and the brand performance increases by 0.260.

So concluding, Extraordinary brands deliver value through the Functional level by delivering well on, for the consumer most important, functional values (87,33). Secondly Extraordinary brands deliver value on the experience level by providing very positive experiences (9,22/10). These positive brand experiences evoke strong positive emotions, which are valued by consumers. Lastly, extraordinary brands provide value on the Meaning level by providing value, to the consumer, on all 8 different identified meaning groups (7,7/10).

Furthermore, not all levels have a direct influence on the three variables used to measure the result of the brand perception. When it comes to NPS, the Brand experience is the strongest influencer. When it comes to OCI, the meaning level is the strongest influencer. When it comes to WTP no significant direct effects were found. However, one could argue that improving each of the levels, and so improving the overall brand perception of a consumer must, in some way, result in a willingness to pay more. If a brand provides your most important functional values, and so helps you obtain your aim and goals, in the best possible way, and for the best reasons, why would you not be willing to pay more?

Lastly, an interesting conclusion from the analyses is that even though certain levels may directly have a bigger impact on the NPS and OCI, each level influences the others. Therefore, brands cannot ignore one of the levels since they all influence each other and so should think about holistic solutions, strengthening the correctness and importance of the model.

Meaningful brand loyalty

During the final chapter of the Theoretical framework I introduced a new term called 'meaningful brand loyalty'. It was defined as:

'Loyalty achieved ones a consumer can not only identify themselves with a brand but that a brand enables them to be part of something bigger and to help create something that not only affects themselves but others. How all the different levels of brand loyalty relate to Wonder Inc's model has been visualized in image 13.'

This statement was based on the, at that time, three identified different meaning groups. However, as the previous chapters explained, there are 8 different groups in which brands can hold value to consumers. The research showed that extraordinary brands perform well on all three levels, including the meaning level. And that consumers not only are very likely to recommend their extraordinary brand to friends and colleagues (9,22/10). The data also showed that consumers of extraordinary brands are extremely loyal, this since the brand provides so well what they want that they do not consider any other brand (8,95/10, 10 is that they do not at all consider any other brand).

Therefore, one could say that brands whom are extraordinary create very strong brand loyalty. However, since this topic was not the main focus of the research it has not been quantified and so to say what type of loyalty is actually occurring is hard to say. This could be a topic for future research.

Brand Perception Blueprint redesigned

Now that we have all the information necessary to create a brand perception map it is important that it is presented in a clear fashion. All data should be presented on one sheet, in a clear and understandable way that both clients and Wonder Inc. fully understand the information provided.

The goal of the Brand Perception Blueprint was that a one pager, would tell all relevant information to Wonder and its potential clients. That Wonder Inc. could explain the complete model in a workshop and that their clients could take it home, read the information correctly and could still reread certain parts in case they forgot something. Therefore, the template should be self explanatory.

When the first Brand Perception blueprint, as shown in the previous chapter in Image 44 was presented, there were many questions. What does each number mean, how do I read the Brand Perception Blueprint and what do all the terms mean. In addition, it is important that we ensured that the data is understood correctly and that it is not misinterpreted.

Since many of the numbers are results of quantitative analyses it was important that these numbers were explained in a clear fashion, that readers, without knowledge of quantitative analyses, could understand it as well.

In image 45 you can see the original visualisation of the influence each factor had on each other. The initial thought was that the colour coding would make clear which level that arrow referred to. However, this was misinterpreted.

First of all, the colour coding was not understood clearly, furthermore, what did the numbers mean exactly. The image did not show that these numbers referred to the change, if a specific level would go up by 1. For instance, if we look at the Functional level, the arrows beneath it expressed what would happen to the experience level and meaning level if the functional level would go up by one.

To make this more clear, I added a new dimension, first of all behind each level a letter was placed, to shortly refer to it; Functional level(F), Experience level(E) and meaning level(M). Furthermore, the numbers refer to a change in the score, therefore delta(Δ) was added to explain the numbers referred to change. Lastly, lines were created between each value to show that the changes were a result of the change of that level. so for instance: $\Delta F=1$

results in $\Delta E=0.229$ and $\Delta M=0.218$. Furthermore, on the left side a short explanation was added, which also pointed out that all influences are positive. In addition, when it comes to the Multiplier a more descriptive explanation, on how this factor was found was provided. This resulted in the visualisation show in image 46.

The three variables, which were used to show the result of the brand perception of their consumers, needed explanation as well. Therefore a short description of each variable was provided.

Lastly, when it came to the influences of each level on these variables the same style was used as with the between level influences. This resulted in image 47.

The goal of the improvement of the Brand perception Blueprint was that it can be used during a workshop and that one page tells all relevant information. The first explanation round will be provided by Wonder Inc. in which they go through all presented data. However, to ensure that if the template will be used correctly internally at the client a top level overview is provided. In this top level overview, all aspects of the model are shortly addressed and the visualisation are explained. This all resulted in the Brand perception map shown on page 90 and 91. Please note that the Brand Perception Blueprint is scaled to fit according to the pages of this book.

In Appendix K you can find the template of the Brand Perception Blueprint of an extraordinary brand, which could be used during a workshop.

FUNCTIONAL LEVEL	EXPERIENCE LEVEL	MEANING LEVEL
0.229	0.392	0.260
0.218	0.685	0.477
Multiply factor 1.517	Multiply factor 2.077	Multiply factor 1.737

Image 45: Influence of different levels on each other.

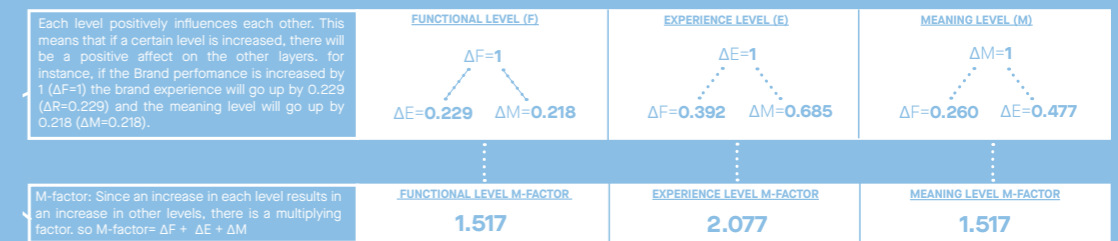


Image 46: Revised visualisation of Influence of different levels on each other.

Net Promoter Score: This score shows how likely it is that your consumer will recommend your brand to a friend or colleague. 10 is extremely likely.	NPS 6.1	Influence NPS: These values show what would happen if the score of one of the levels is increased. so for instance, if the Brand Experience will go up by one ($\Delta E=1$), the NPS will go up by 0.644 ($\Delta NPS=0.644$). $\Delta E=1 \dots \Delta NPS=0.644$ $\Delta M=1 \dots \Delta NPS=0.302$
Only Choice Index: This score shows to what degree consumers consider other brands, when it comes to the purpose your brand serves. 10 is that they do not consider any other options.	OCI 5.2	Influence OCI: $\Delta F=1 \dots \Delta OCI=0.179$ $\Delta E=1 \dots \Delta OCI=0.193$ $\Delta M=1 \dots \Delta OCI=0.671$
Willingness to Pay more: This score shows to what extent consumers are willing to pay more for your products and/or services.	WTP 5%	Influence WTP:

Image 47: Revised visualisation of three variables and the influence of each level on these variables.

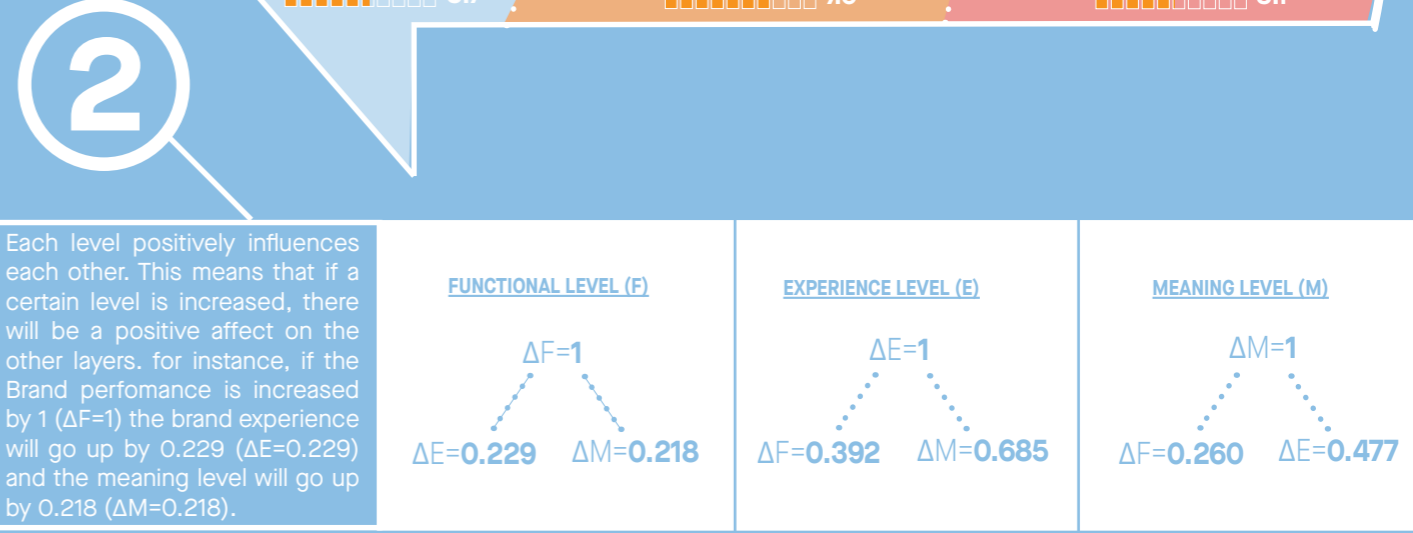
BRAND PERCEPTION BLUEPRINT

The Brand Perception Map gives you a clear understanding of how consumers perceive your brand. In the arrow you can find the three different levels; Functional, Experience and Meaning (1). Within the Functional level you can find the 5 most important functional needs consumers seek to fulfil. Under each need, you can find how well your brand performs on these functional needs. When it comes to the scoring of the functional benefits, if your brand scores between 0-5, your brand is performing bad and the score will be red, between 5-7.5 your brand performs mediocre and the score will be orange and between 7.5-10 your brand performs well and the score is green. Furthermore, on the bottom you can find the Brand Performance, this score shows how well your brand scores when it comes to the Functional Level. In the Experience level you can find the most common emotions experienced, consumers associate with your brand. In addition it shows how strongly these evoked emotions were experienced and it shows the overall score for the Experience level, the brand experience. The fuller the circle the stronger the emotion, if the emotion is green it is a desirable emotion, if it is red it is undesirable. Lastly the Meaning level shows 8 different meaning groups in which brands can provide value, the boxes show to what extent consumers experience to receive value on that group. Again in the bottom it shows what the overall score is for the Meaning Level, the Brand Meaning. A score between 0-5 is red, 5-7.5 is orange and between 7.5-10 is green.

On the bottom of the Brand perception map you can find the affect each level has on the other, furthermore it shows the M-Factor (2). Lastly, on the left side of the brand perception map you can find three variables, the Net Promoter Score (NPS), the Only Choice Index (OCI) and the Willingness to pay more (WTP)(3). These 3 variables resemble the result of how consumers perceive your brand. On the Right of these scores you can find the influence each level has on these scores (4).

<p>Net Promoter Score:</p> <p>This score shows how likely it is that your consumer will recommend your brand to a friend or colleague. 10 is extremely likely.</p>	<p>NPS</p> <p>6.1</p>	<p>Influence NPS</p> <p>$\Delta E=1 \dots \Delta NPS=0.644$</p> <p>$\Delta M=1 \dots \Delta NPS=0.302$</p>
<p>Only Choice Index:</p> <p>This score shows to what degree consumers consider other brands, when it comes to the purpose your brand serves. 10 is that they do not consider any other options.</p>	<p>OCI</p> <p>5.2</p>	<p>Influence OCI</p> <p>$\Delta F=1 \dots \Delta OCI=0.179$</p> <p>$\Delta E=1 \dots \Delta OCI=0.193$</p> <p>$\Delta M=1 \dots \Delta OCI=0.671$</p>
<p>Willingness to Pay more:</p> <p>This score shows to what extent consumers are willing to pay more for your products and/or services.</p>	<p>WTP</p> <p>5%</p>	<p>Influence WTP</p> <p>NO SIGNIFICANCE</p>

Influence NPS:
These values show what would happen if the score of one of the levels is increased. so for instance, if the Brand Experience will go up by one ($\Delta E=1$), the NPS will go up by 0.644 ($\Delta NPS=0.644$).



M-factor: Since an increase in each level results in an increase in other levels, there is a multiplying factor. so M-factor= $\Delta F + \Delta E + \Delta M$

FUNCTIONAL LEVEL M-FACTOR	EXPERIENCE LEVEL M-FACTOR	MEANING LEVEL M-FACTOR
1.447	2.077	1.737

THE ROAD TO BECOME EXTRAORDINARY

The qualitative and quantitative research have further improved the model of brand perception and have resulted in the creation of the Brand Perception Blueprint. This chapter will explore step by step how all these tools together can be integrated into Wonder Inc.'s service offering to create 'the road to become extraordinary'. This part of the report will explain and recommend step by step how each step of the road to become extraordinary could be executed. Furthermore, it provides practical examples of how the tools can support different stages of the design process, first for the creation of a brand strategy and secondly for the brand execution. On page 100-101 an overview of 'The road to become extraordinary' is presented. On page 114 conclusions and recommendations are discussed and presented.

The Road to become Extraordinary

All tools have now been developed in order to fully understand the consumers of brands and to create a Brand Perception Blueprint. But how would this be integrated in Wonder Inc's service offering? This chapter will give a top level overview of the steps Wonder Inc and their client will go through in order to create a Extraordinary brand.

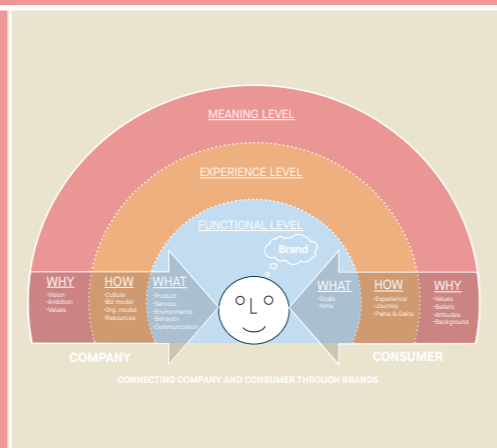
First of all it is important to point out that even though Wonder Inc. should work in close collaboration with their client and should involve them in every step of the process, many of the tasks will mainly be performed by Wonder Inc. This is, since it is crucial, in order to create the best possible outcome, that all steps of the process are done correctly.

This page will provide a top level road map of the different stages Wonder Inc. will go through, together with the client, in order to achieve the best possible outcome. It summarizes what happens in these phases and what the deliverables will be. The following pages will go more in depth of what will happen in each phase of the process.

1. Client On-boarding

The first step is that Wonder Inc. needs to inform and onboard the client of the Model. The client should completely understand how the model works and the different phases of the road to become extraordinary.

1. Mutual understanding of the complete model
2. What is an Extraordinary brand and why is it interesting?
3. What Phases does the road to become extraordinary have?
4. Both parties should agree on the goals, time frame, the way of collaboration and other practicalities.



2. Understanding the Consumer

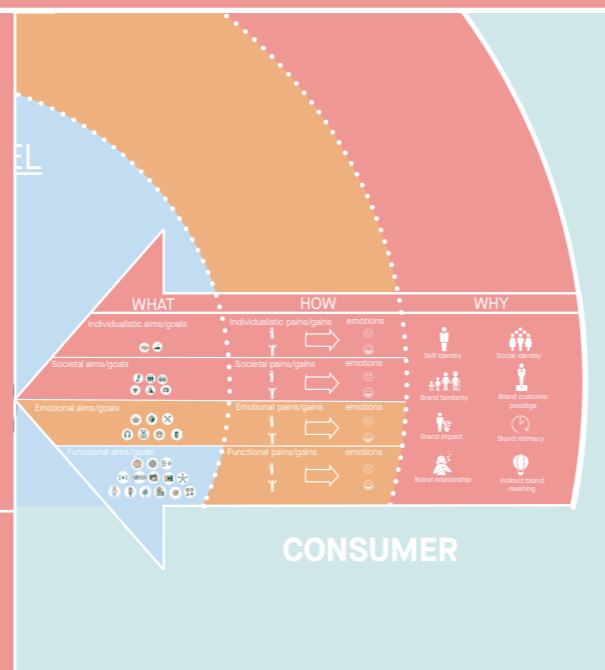
The second step is to execute a Qualitative analysis. During this phase, it is all about completely understanding the (potential) consumers of the client.

What do we seek to understand:

- What is it that the consumers seek to achieve, what are their aims and goals?
- How would the consumer like the process of achieving those aims and goals to go?
- What are the reasons and motivations behind the consumers' aims and goals?

Deliverables:

- Aims based customer segmentation
- Customer journey including pains & gains
- In-depth understanding of Brand value on the Meaning level



3. Brand Perception Blueprint

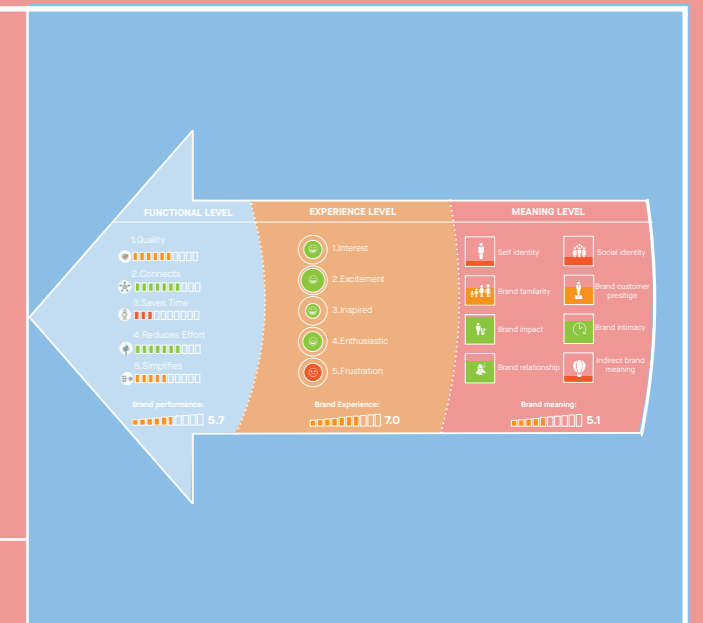
Through a quantitative analysis the consumers perception of the client will become apparent. Furthermore, the affect each levels has on each other and their affect on the behaviour of the consumers.

What do we seek to understand:

- How do the consumers perceive the client to perform on each level.
- How does each level interact with each other.
- What affect does each level have on the behaviour of the consumer.

Deliverables:

- Brand Perception Blueprint



4. Brand strategy

Findings from both the qualitative and quantitative research will be used to validate the current Brand Strategy or support the creation of a new brand strategy.

1. Framing and/or Validation of current brand
2. Improvement or creation of (new) brand strategy
3. Mutual understanding among both parties on brand strategy
4. Briefing of employees of Client on (new) brand strategy

Deliverables:

- Brand Strategy
- Brand book



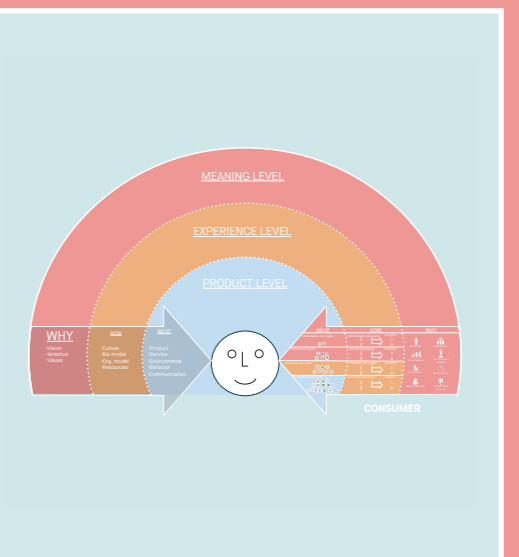
5. Brand execution

The last phase of the process will be the brand execution. Using all research and the brand strategy a roadmap is created for the execution projects to improve the brand perception.

1. Setting up short and long term goals and objectives.
2. Creation of multiple different approaches to increase the brand perception and resulting behaviour.
3. Evaluation of impact of different approaches.
3. Creation of implementation roadmap based on goals, objectives, and available resources.
4. Brand Execution

Deliverables:

- Brand execution roadmap



1. Client on-boarding

In order to achieve the best possible outcome, it is recommended that both parties fully understand the model. Furthermore, to ensure a positive experience for the client, they should have a complete understanding of the different phases of the road to become extraordinary.

The first step will be by explaining to the client the complete model (Appendix M). The Client should be completely aware that the model consists of two sides, on the one side the company and on the other the consumer. And that in the middle, in the mind of the consumer, their brand lives. By explaining in detail the 'WHAT' the 'HOW' and the 'WHY' the client will get an understanding of how the model is built up.

The next step will be to explain to the Client the different levels in which a brand can operate, ranging from the Functional level to the Experience level and lastly the Meaning level.

Furthermore, what does it mean to be extraordinary? To ensure a fruitful outcome and clear understanding of what the end goal is, a clear explanation of what an extraordinary brand is, should be provided. As described earlier in this report the definition of an extraordinary brand is:

'A brand that is perceived by a consumer to be the only choice when it comes to achieving a certain aim or goal.'

What does it mean to be an extraordinary brand? Research has shown that extraordinary brands operate and provide value on all three levels, therefore the client should be made aware that they can not disregard any of the levels.

To motivate and create increased commitment of the client facts about extraordinary brands could be provided. Findings from the research can be used to express the value of becoming an extraordinary brand.

Some examples:

Extraordinary brands have extremely loyal customers. Research has shown that consumers of Extraordinary brands to a very low degree consider any other brand. In more detail, the consumers were asked to what extent they consider any other brand when it comes to the purpose their extraordinary brand does for them. Extraordinary brands score 8,95 out of 10, 10 meaning that they

do not at all consider any other brand. Therefore, being almost completely loyal.

Furthermore, Consumers of extraordinary brands are strong brand ambassadors. On a scale of 1-10, the consumers were asked how likely they would be to recommend their Extraordinary brands to friends or colleagues. On this scale a score of 10 would be extremely likely, Extraordinary brands scored 9,22 out of 10.

Lastly, extraordinary brands are perceived so positively/premium by consumers that the consumers, on average, are willing to pay 69% more for the products/services of their extraordinary brand.

Once the Client is convinced of the value of the model and the benefits of becoming extraordinary, the road to become extraordinary should be explained in more detail. This is done that the Client understands the process, why everything is done and what to expect in the end, improving the experience of the client. To explain this process and each phase they can use the roadmap provided on the previous page.

The importance of each phase, and that the first phases will focus on understanding their consumer, should be made apparent. What aims and goals do their consumers wish to achieve, How they do they want this process of obtaining these aims and goals to go and lastly why is it that they want to achieve these aims and goals. Furthermore, how do their consumers perceive their brand, and what behaviour does this perception result in.

The last two phases of the process will focus on the Company, is their brand strategy correct or should the adjust it. In addition, how can they allocate their resources in the best way to create the biggest impact?

Lastly, the collaborative role the client plays in this process should be made clear. Mutual understanding of the goals the client has for the project should be agreed upon. Deadlines for deliverables should be planned and other practicalities should be discussed and agreed upon. This to avoid any misunderstandings and to ensure the best possible experience for the client with the best outcome. Image 48 shows the different steps of the first phase.

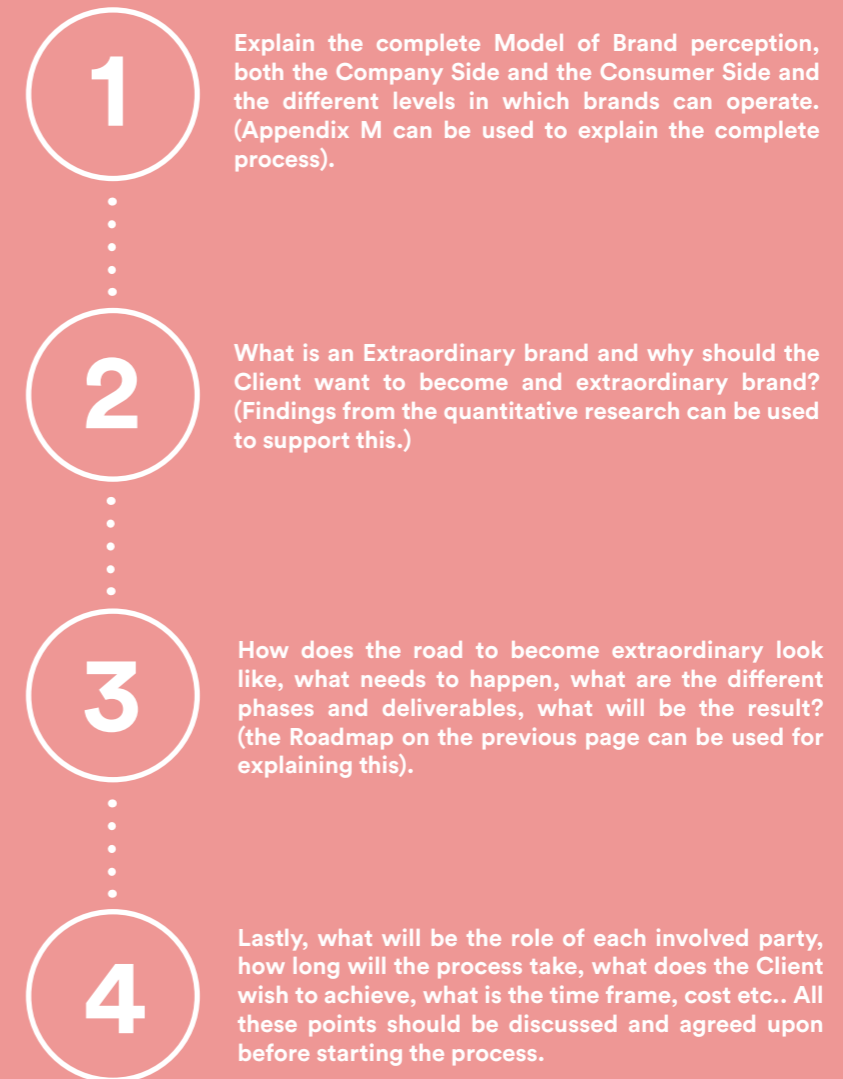


Image 48: Different steps for Phase 1 of the road to become extraordinary.

2. Understanding the Consumer

The second step is to execute a Qualitative analysis. During this phase, it is all about completely understanding the (potential) consumers of the client. What is it that the consumers seek to achieve, what are their aims and goals? How would they like the process of achieving those aims and goals to go and what are the pains and gains of the current process. Lastly, what are really the reasons for the consumer wanting to obtain their aims and goals? This chapter will explain on a top level how this phase should be executed, a more detailed explanation of the construction and execution of the qualitative research can be found in chapter 8.

Finding the right participants

The first step of the execution of this qualitative research is finding the right participants. The participants should have a wide demographic profile and should be chosen in such a way that they resemble the complete customer group of the client. The client plays an important role in this step. Previous market or consumer research could be used as a starting point. Furthermore, the client can play a role in the recruitment of the participants. Big influencers of the scope and the degree of this phase is the available resources of the client. However, it is recommended to interview a relatively large group to ensure that the complete scope of data is gathered. An approach could be to continue to interview consumers until no surprising new findings are collected, Wonder Inc. plays a big role in this an should decide when enough participants have been interviewed.

The execution of the interviews should be performed by Wonder Inc. The discussion guide provided in Appendix B can be used to interview the participants. It is important that the interview should happen in a semi-structured way, leaving the consumer free in providing their answers and applying a laddering technique to figure out the underlying motivators and drivers. Probes can be used to unravel all necessary information.

The main topics that need to be discovered:

WHAT: a deep understanding of what the consumer's aims and goals are, these can be used to create an aims-based customer segmentation.

HOW: Through the JTBD methodology a clear under-

standing of all the task areas and steps the consumer goes through becoming clear. Moreover, these different tasks and steps they go through result in the creation of a customer journey. In addition, the customer journey will give a clear insight into the experienced pains and gains and evoked emotions as a result of those experiences. By synthesizing the data the 5 most important pains and gains can be identified.

WHY: Through applying the laddering technique the deep underlying reasons and motivators of the consumer will be clear, these can be grouped into the 8 different meaning groups, giving an initial insight in how the brand provides value in these different meaning groups.

Analysing the data

When it comes to analysing the data it is important that multiple different angles in analysing the data should be applied. This should be an iterative process and should be done multiple times in order to create an aims-based customer segmentation. What is it really that consumers want to achieve, how could we group the consumers? Wonder Inc. currently uses aims-based customer segmentation and therefore not much time will be used to explain how this process should be done.

The data gathered during the interview can be used to create a customer journey, in which all steps and tasks of the consumer are visualized in a clear manner. Moreover, each task area will be supported by Pains & gains the consumers currently experience with the client. Again, Wonder Inc. is already familiar with this process and therefore no additional explanation will be provided.

Furthermore, initial insights into what functional needs consumers have can be found, what emotions are experienced during the brand experience and what the reason is for these evoked emotions. Lastly, what value does the brand provide on the meaning level and why is this important to the consumer? How this analyses should be done can be found in Appendix C.

Concluding, the result of this phase will provide an in-depth understanding of the client's consumers. This data will be synthesized into the creation of a customer journey and an aims-based customer segmentation.

Image 49 shows all steps of Phase 2.

1

The first step is the recruitment of participants for the qualitative research. The participants should have a wide variety of demographics in order to ensure a good representation of the consumers of the client. This step should be done in close collaboration between Wonder Inc. and the Client.

2

The second step will be the execution of the interviews. This will be facilitated by Wonder Inc. The discussion guide, which can be found in Appendix B, can be used in order to unravel this data

3

Using the data retrieved from the interviews an aims-based customer segmentation should be constructed. Existing internal tools within Wonder Inc. can be used for the creation of the aims-based customer segmentation.

4

The data retrieved from the interview, by applying the jobs to be done methodology, can be synthesized into the create of a customer journey, including the pains and gains experienced during the current brand experience. Existing internal tools within Wonder Inc. can be used for the creation of the aims-based customer segmentation.

5

Lastly, the synthesized data will provide initial insight in what functional needs consumers have, what emotions are experienced during the brand experience and what the cause is of these evoked emotions. Lastly, what value does the brand provide on the meaning level. Appendix C can be used for the analyses of this data.

Image 49: Different steps for Phase 2 of the road to become extraordinary.

3. Brand Perception Blueprint

The third phase of the process is the execution of the quantitative research and the creation of the Brand Perception Blueprint.

The main objectives of this phase are to find answers to the following questions:

- What Functional values are most important to the consumers?
- How well does the client perform on these functional values?
- What is the overall Brand performance of the Client?
- Which emotions are most commonly evoked by the experience of the brand?
- How strongly are these emotions experienced?
- How positive to the consumers rate the overall brand experience?
- How much value does the client deliver on each of the 8 identified meaning groups?
- What is the overall score of the client on the meaning level?
- What is the relation between each level, how do they affect each other?
- What is the result of the brand perception when it comes to NPS, OCI and WTP?
- How does each level influence these variables?

In order to obtain the data, a quantitative analysis should be performed. In order to get scientific data and to be able to perform the analyses, a sample size of around 200 participants should be aimed for. By doing so, with correct sampling, the data ensures that a representative group of the consumers have been measured. Furthermore, certain data analysis are only applicable if enough data is available.

The client can again play a big role in recruiting the participants for this research. They can, for instance, send an invitation to their existing customer base. During this research it is important here that a wide range of demo-

graphics is sought, in order to obtain appropriate and representative data. The Questionnaire in Appendix D can be used in order to gather the data.

The performed analyses in order to find the correct data can be found in Appendix E, furthermore, the extract the correct data from these analyses Wonder Inc. can use the explanation provided in Quantitative analyses part of this report.

Once all data is collected and analysed Wonder Inc. can fill in the Brand Perception map, view Appendix K.

During a workshop Wonder Inc. should explain the complete brand perception map, Appendix K can be used as a template to explain the Brand Perception Map. Furthermore, the current status of the brand perception should be explained, not only using the brand perception map but also the findings from the qualitative research to explain why certain functional values are sought for, what the cause is of certain evoke emotions and what value the brand provides on the meaning level. Furthermore, the influence of each level on each other should be explained and what the influence of each level is on the three variables that resemble the result of the brand perception.

After this session, the Client should go home with both the brand perception map and the complete model, which can be found in Appendix M. These templates will help the client to fully understand both models and to share this understanding internally. Both templates are self explanatory and so, if other employees did not attend the session they could still understand the model an Brand Perception Blueprint.

Image 50 shows each step of this Phase.

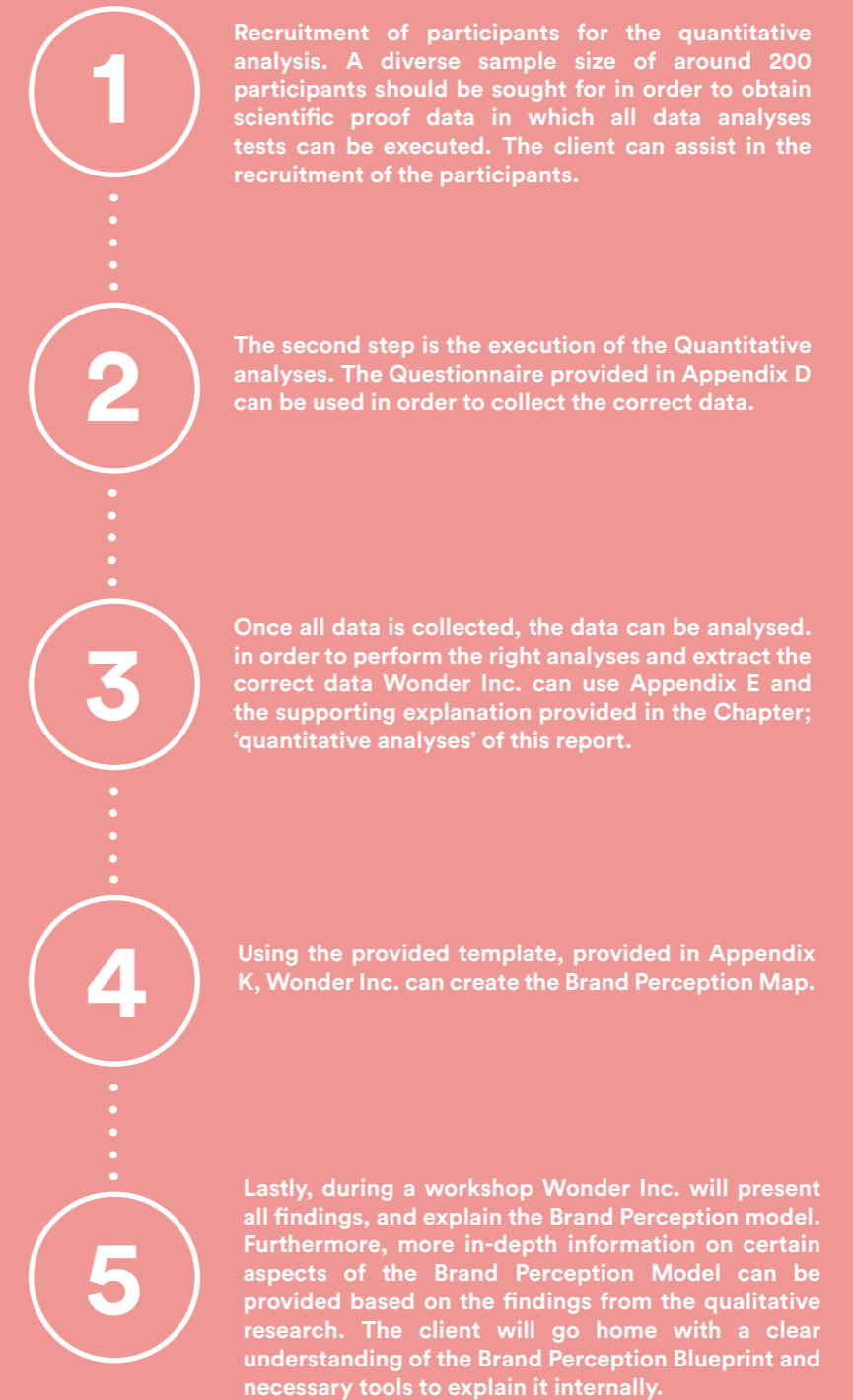


Image 50: Different steps for Phase 3 of the road to become extraordinary.

4. Brand Strategy

Now that there is a complete understanding of the consumer side of the model, it is important to analyse whether the consumer side is in alignment with the company.

First of all Wonder Inc. should be made aware, and fully understand, the current brand strategy of the company. In case there is no clear brand strategy or no concrete document, Wonder Inc. could facilitate a workshop to map this out.

This chapter will explain on a top level how the research can support the creation of a branding strategy. However, since it is an existing internal tool of Wonder Inc., the exact creation of the branding strategy will not be discussed. This phase can take up several weeks and is an iterative process.

Wonder Inc. has experience in the creation of Branding strategies and uses the following 5 statements or area's in which a branding strategy is built. This chapter will discuss each part and how the research can help validate, improve or create the best Brand strategy.

Brand Purpose:

The purpose statement is a core component for telling your brand's story. It is used internally to provide the organization and its employees a common understanding of why you exist, and what the company is built upon. It is the core of your 'why,' and should organically align with your customers' aims and goals.

The qualitative research provided an aims-based customer segmentation. Furthermore, it provided a deep understanding of why consumers want to achieve those goals and aims. In addition, the brand perception map shows how well the client performs on the different meaning groups.

To test whether the brand purpose is perceived by consumers, Wonder Inc. can look at the brand perception blueprint and evaluate whether the consumers actually perceive the brand to provide value in those areas. For instance, A brand can be all about improving the environment and wants this to be executed throughout the whole company. Whether consumers perceive this to be so can be seen on the scoring of the client on 'Brand impact' of the meaning level. Additional information on why the client scores in such a way can be found by analysing the qualitative research.

To construct the Brand purpose the client and Wonder Inc. can look at what consumers value most on the mean-

ing level, is it there sense of belonging, high brand impact or something else, the client can leverage this and make the value provided on the meaning level even stronger. It is important here that the Purpose statement should be in alignment with what the client wants and what consumers seek. This should be done in close collaboration with the client, to ensure that it really is what they want to be perceived as. The insights help validate and form the brand purpose.

Brand Mission:

The mission statement represents what you seek to achieve as a company. It should act internally to clarify and communicate your goals so that your organization works collectively and in alignment towards those goals. The mission statement can also be used externally to communicate and define what you want to be known for (i.e. the impact your brand will have on the world).

The brand mission should be in alignment with the Brand purpose, why does the company exist and what would they like to achieve. The research can inform to what degree the consumers feel that this is truly what the brand seeks to achieve. Do they believe that supporting the client will improve what they stand for? Again here the qualitative and quantitative data can show whether there is an alignment between the client and their consumers.

Brand Vision:

The vision is an ideal outcome that informs the entire organization of what would happen if you succeed in your goals (mission). It frames the mission statement and adds more context to your brand narrative. It is typically only used internally to set sights on the target you wish to achieve. Vision statements are generally written to such a grand scale that they should not be easily obtainable.

As described above, this is more used internally and should be used as a tool to create a vision among all employees of the company to work towards the same goal.

Brand Identity:

A brand identity communicates the values, mindsets, actions and behaviours that are required of your organization to achieve your mission and vision. The defined attributes should be authentic to the brand and reflect how you want to be perceived. These attributes should be designed into all external touch-points and experiences of your brand, creating a consistent experience that aligns

consumers' perceptions with your desired outcomes.

The qualitative and quantitative research can provide insight into how do consumers perceive the client. Do they identify with what the client stands for, do they identify with other users of the brand etc. The scoring on the meaning level, the experienced emotions, evoked by the brand experience, the brand performance and the supportive in-depth information gathered in the qualitative research help validate, test and improve the brand identity to ensure a complete alignment between the client, their envisioned perception and their consumers.

Brand position:

The position statement defines your space within a market and acts to inform your customers about what business you are in. It should act to define and differentiate you from the competition. The positioning should be used internally to clarify and communicate the boundaries which your business is in. In certain contexts, it can be used externally to communicate, and further define you as a company for your customers and consumers.

Do the consumers actually perceive the client as being differentiated and what is it that they value of the client. By looking at the OCI score Wonder Inc. can measure whether the consumers are loyal and so truly value what

Wonder Inc's client provides them. Furthermore, the WTP will provide insight into how premium the consumers perceive the client to be and so how much they are willing to pay more for their products and services.

Furthermore, the Qualitative research will show what it is that consumer truly value of the client. These insights can be leveraged by the client, by for instance their marketing campaigns to tell (potential) consumers why they should start interacting with their brand and why they are different.

So concluding, the research helps Wonder Inc. to test and validate the current consumer perception of the client. Do the consumers perceive them in the way the client intended to be perceived? The research also supports the creation of a strong branding strategy, what is it that consumers value about the client and what is not going well. How can these strengths be leveraged in the branding strategy in order to create more value and how can we transform the negative perceptions into an advantage.

Lastly, to ensure proper execution of the brand strategy it is advised to brief the entire company of the client of this new brand strategy.

Image 51 shows a top-level overview of the steps taken for phase 4.



Image 51: Different steps for Phase 4 of the road to become extraordinary.

5. Brand Execution

The final step of the road to becoming extraordinary is the brand execution. During this phase options on how to improve the brand perception are explored and based on the insights and available resources actions are prioritised.

There are multiple different ways in how this could be addressed. This chapter will discuss a view different scenario's. Appendix L shows a Brand Perception Blueprint of TRIX on which these different scenarios will be discussed.

First of all, together with the client Wonder Inc. should discuss what they would like to focus, what would the client want the result to be. Do they want to focus on customer loyalty, or do they want to focus on creating brand ambassadors? Or does the client want to take a different approach and focus on improving all levels or at a specific level?

Scenario 1: Focusing resources to create the biggest impact

For the first example, let's refer back to fictive company Trix, a consumer electronics provider. Trix has gone through the whole journey with Wonder Inc. and has created a new branding strategy. The main message of their branding strategy is that they want to be the greenest consumer electronics provider but at the same time provide the highest quality and proof to the world that being green does not have to mean that you should make trade off's when it comes to price or product/service performance .

Trix wants to tell the world of their new strategy and wants to inform as many people as possible. Since Trix has a small budget it is important for them that their consumers become brand ambassadors. They believe that reaching transforming their consumers into brand ambassadors is the most effective way to tell their story to a large audience. Therefore Trix wants to focus on improving the NPS.

So how should Trix read the data provided in the Brand perception Blueprint, each step of reading the data is visualised in Image 51.

First Trix should look at the current NPS score, which is 6.1 (step 1). 6.1 is not yet very high, some consumers to talk about it but it is not very likely that they will recommended it to friends or colleagues. Therefore, the NPS should be improved, but how should they improve it?. In the box beside it, they can find what influence each level

has on the NPS (step 2). Here they can see that the Experience level has the biggest impact on the NPS. Since an increase of 1 on the brand experience would result in an increase of 0.644 of the NPS. Therefore Trix decides to focus on improving the experience level.

But what should they improve and how? If Trix now looks at the experience level they can see that besides 4 desirable emotions, there is also one undesirable emotion experienced by consumers, Frustration (step 3). Solving the cause of this emotion will improve the brand experience and so increase the brand perception and NPS.

But how does Trix change the brand experience in order to make sure consumers do not experience frustration? Now Wonder Inc. and Trix should go back to the data from the qualitative research, what did consumers describe to be the reason for this frustration(step 4). After analysing the data it becomes apparent that the current customer service is the reason for this frustration. More specifically it is the long waiting lines that frustrate consumers. To solve this problem Trix implements a new in-call system that decreases the average time needed per customer, furthermore, they hire a few additional call centre employees to make sure that consumers do not have to wait too long. As a result, the average waiting time for consumers went down from 30 minutes to 6 minutes, positively influencing the experience of calling with the customer service and in turn improving the NPS.

Scenario 2: Creating more Brand Meaning

Another Scenario would be that Trix wants to improve their scoring on Brand Meaning. Trix not only wants to be the greenest consumer electronics provider, but they also want to create a movement. They want their consumers to feel part of a group, which together fights for a more environmentally friendly world. But how can they achieve this? When looking at the brand perception blueprint it seems that their current rating, when it comes to social identity, is very low(step 1). Consumers do not feel part of a group or identify with other users of the company. There are numerous different ways in how Trix could improve this, one of them being to creating a community. Trix creates a community in which consumers can join and share thoughts on how Trix could become even more green. Furthermore, community members with good ideas can be invited to help with the creation of new products or services. Lastly, members of the community get discount on certain products and can vote what good causes, related to environment Trix should support next. By

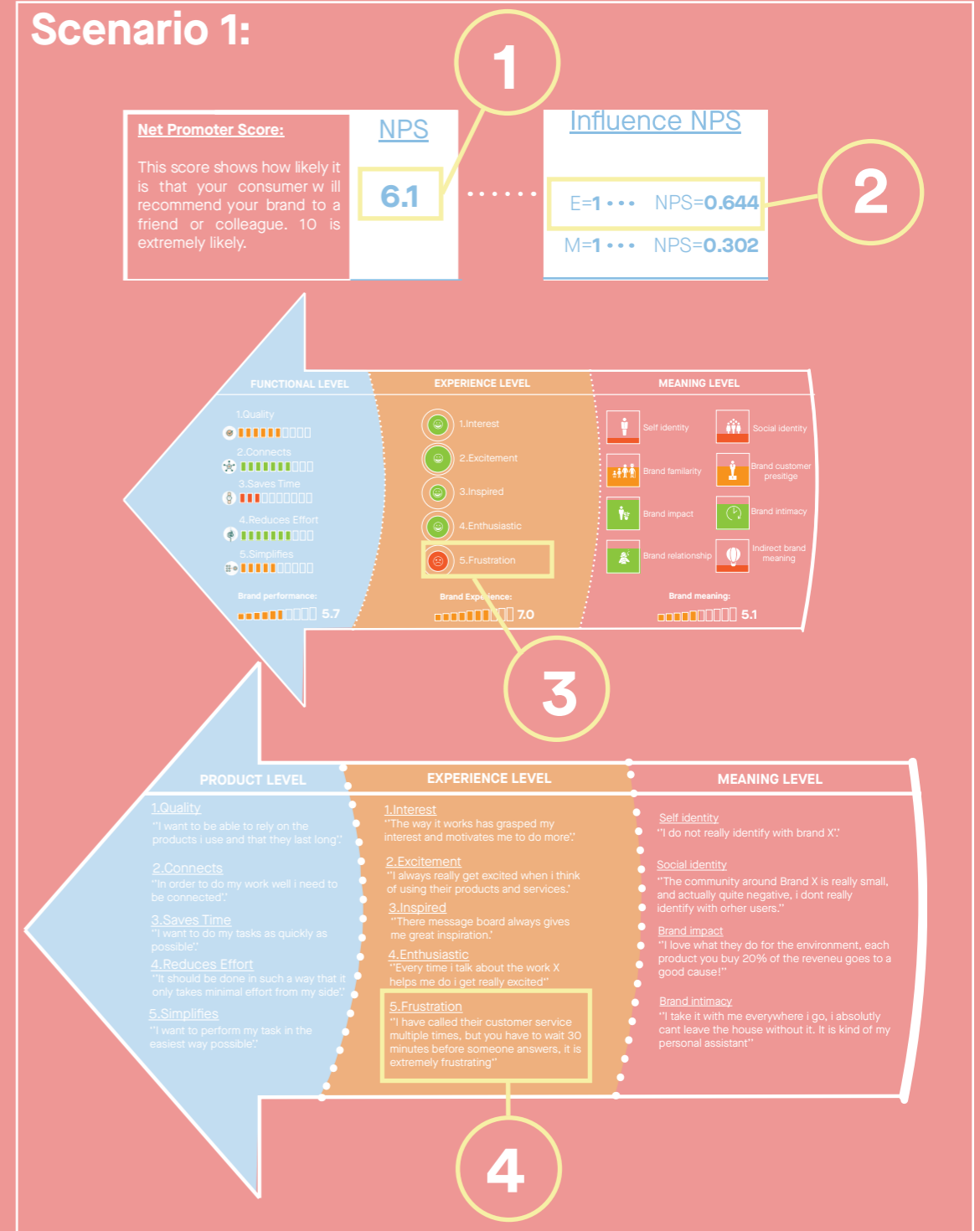


Image 51: Reading the data, scenario 1

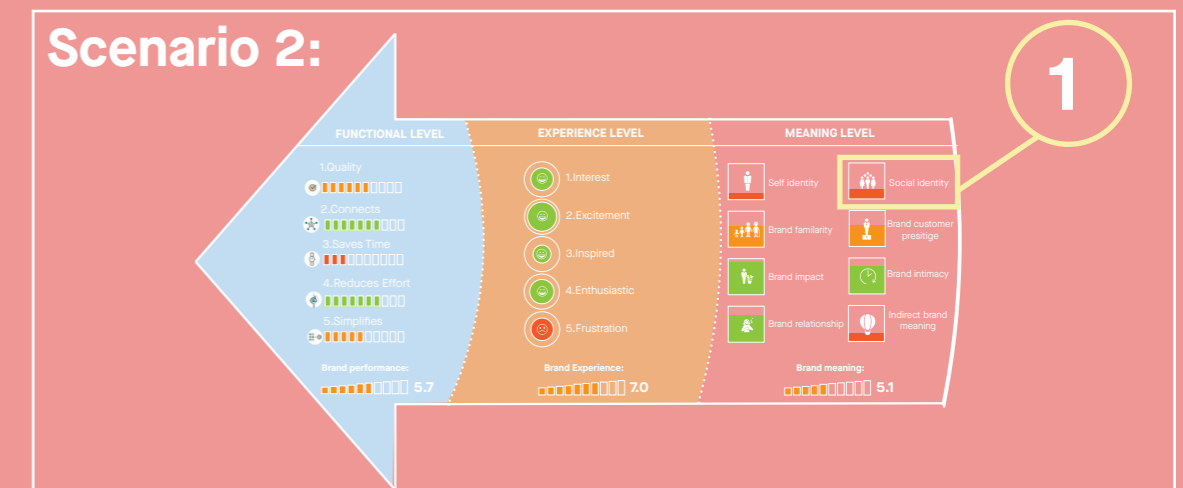


Image 52: Reading the data, scenario 2

creating this community, Trix will have a group of people with a common goal, improving the environment. Furthermore, they will create committed, involved and loyal customers. By increasing the value of Brand meaning, the NPS and OCI score will go up, furthermore, the new service will have a positive overflow to the other levels. Image 52 shows where the data can be found for scenario 2.

Scenario 3: Product or service development

Another scenario could be that Trix wants to develop a new product or service. The brand perception map shows what 5 functional values consumers find most important (step 1). These functional values can play a role in the creation of new products.

For instance, Trix wants to create a new lawn mower. By looking at what functional values are most important and the qualitative data, Trix can improve their current lawnmower. The data shows that with their current offering people struggle with the time it takes to prepare and store the lawnmower (Step 2). This is since the grass is collected in a container which can be rather inconvenient to empty.

While keeping the brand strategy in mind Trix starts to develop multiple different concepts. In addition, together with the clients they test and evaluate these different concepts. One concept came out on top, a lawnmower without a grass collector. The lawnmower did not collect the grass, but instead, it evenly spread the grass over the area's it already had cut. By doing so the hassle of throwing the grass away was alleviated and furthermore, the grass worked as fertilizer, taking away the need for additional fertilizer, and so lowering the impact on the environment!

Furthermore, since the lawnmower had fewer parts, due to losing the container of the lawnmower, the production and assembly costs went down. These resources were used to improve the cutting blades making them sharper and more long-lasting.

This new product not only simplified the task of mowing the grass, it decreased the time needed for the task and improved the quality of the product! All these additional functional values also improved the experience of the lawnmower.

Where to find the data for each step of scenario 3 can be found in image 54.

Scenario 4: Creation of Visual Identity

In the last scenario, Trix wants to create a new visual identity, that is in line with their branding strategy. The design team start working on this and uses the brand perception blueprint as a tool for inspiration.

First of all, of great importance is that the visual identity is a representation of the WHY of the company. Trix wanted to be the first complete green consumers electronics company. So how can the team integrate the impact the firm wants to make on the environment. The team can first look at the interviews and see why it is consumers perceive the brand to provided value on this aspect (Step 1). It seems that their impact on the environment is noticed and so they can use this green perception into their visual identity. For instance, they could use certain organic shapes and patterns inspired by nature. Or they could use a natural colour palette to refer to their environmental impact.

Furthermore, the emotions evoked by the brand experience can be used as a mean for inspiration (step 2). With Trix consumers experience interest and excitement, perhaps yellow or orange are more associated with excitement, or certain forms and shapes. Furthermore, where these emotions originate from can be used as inspiration for designing the tone of the visuals (Step 3).

The value Trix provides on the Meaning level should also be visualized through their visual identity. For instance, Trix scores high on the brand relationship and brand intimacy (step 4). So consumers feel respected and trust Trix and they use their products and services in a wide variety of settings, at different moments, and with high frequency. Trix can use these insights for the context or setting in which they present their products and services. The visual identity should show that it is a brand that you can trust, this could be visualized by portraying the products in a trusted environment, for instance at someone's home. This person could be a representation of a common person from around the corner, and so show, it is common people who use the products and trust it.

Lastly, the designers of the visual identity can use the aims based customer segmentation to structure and organize the data and visuals. What does each group value and how can we make sure that they perceive that information first.

Where to find the data for each step of scenario 4 can be found in image 55.

Scenario 3:

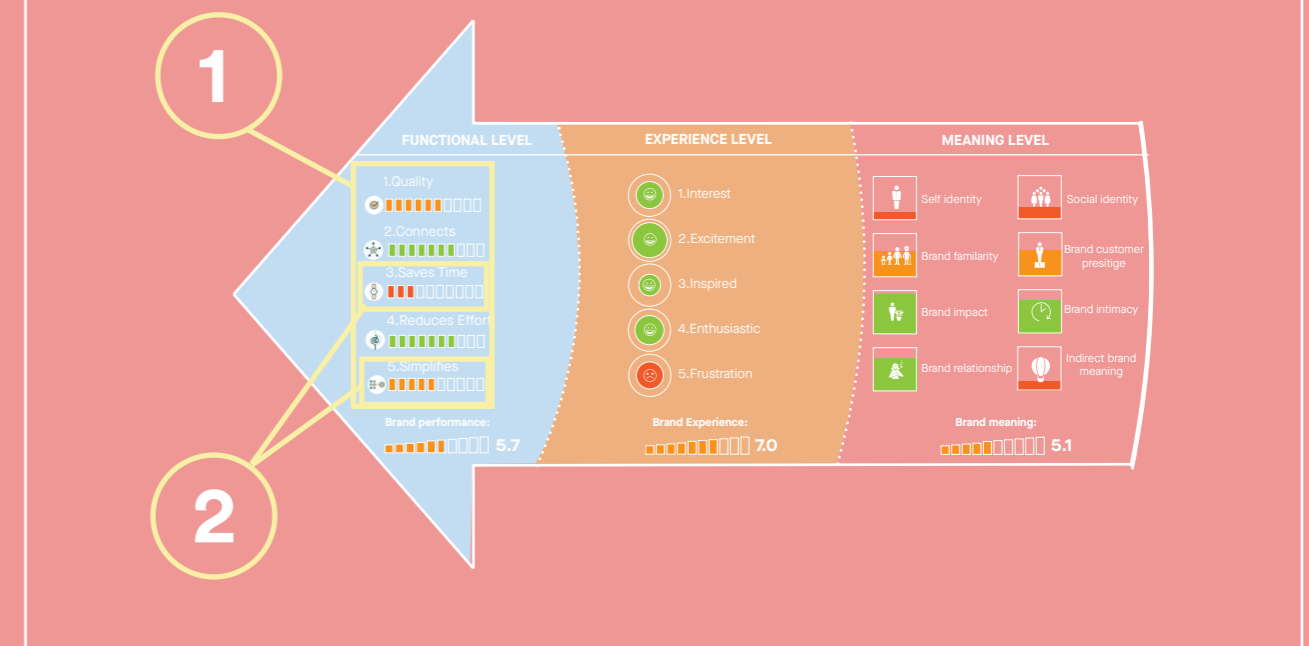


Image 54: Reading the data, scenario 3

Scenario 4:



Image 55: Reading the data, scenario 4

Conclusion and recommendations

As the examples explain there are numerous different ways in which the brand perception blueprint and supportive qualitative data can inform and support the creation of multiple aspects of the brand strategy and brand execution.

The client, together with Wonder Inc., should decide what results they want to achieve and what budget they have. Based on this, and the earlier approach described to find the biggest impact, a list of priorities is made. The next step will be to translate these different steps that need to be taken into a roadmap, what needs to happen first, when should it be done and what is the aimed result.

The process of creating a strong brand is a long and iterative process. The brand perception blueprint can be used to measure how the perception has changed, did the steps taken by the client provide the results that were aimed for. Furthermore, the way of approaching the brand in this fashion with both qualitative and quantitative research should become an internal tool for the client. Together with Wonder Inc., the client should be updating the Brand Perception Blueprint and brand strategy every few years. This will not only provide an insight into what the progress of the company has made over time but also shows how their consumers changed over time. Moreover, if the same company is measured multiple times, the influence of certain projects can be measured. For instance, what was the actual effect on the NPS in scenario 1 of TRIX? What increase did the investment of X euro's have on the NPS, where the expectations of the model correct etc.

Each project Wonder Inc. executes they can improve the brand perception blueprint, the tools and streamline the process of the road to become extraordinary. Moreover, the examples provided on the previous pages were not constructed by a brand expert or graphic designer. Therefore, if the whole team of Wonder Inc., with responsible different experts, will be hands-on with the tools the full potential and depth of the data will be unravelled.

Furthermore, it is recommended that Wonder Inc. works out the company side of the model to the same degree as the consumer's side. By doing so the complete model of brand perception will be worked out, resulting not only in two types of blueprints, but these together create the complete value proposition for a company.

It is important to mention, that the different scenario's provided on the previous pages are only on a top level of what is truly possible with the data retrieved from a complete 'road to become extraordinary process'. The data used for the scenarios are fictional and has been created to exemplify how it could be used. The qualitative and quantitative research and analyses executed in this report were used to understand what it means to be an extraordinary brand, what value they deliver and so how they are perceived. Therefore the data is not focussed on 1 specific brand, which is the context in which the tools should be used in the future. Focussing the research on one company would create even more in-depth data, resulting in even more findings that can be used across the creation of a brand strategy and during the brand execution.

Image 52 provides a top-level overview of the steps taken in phase 5.

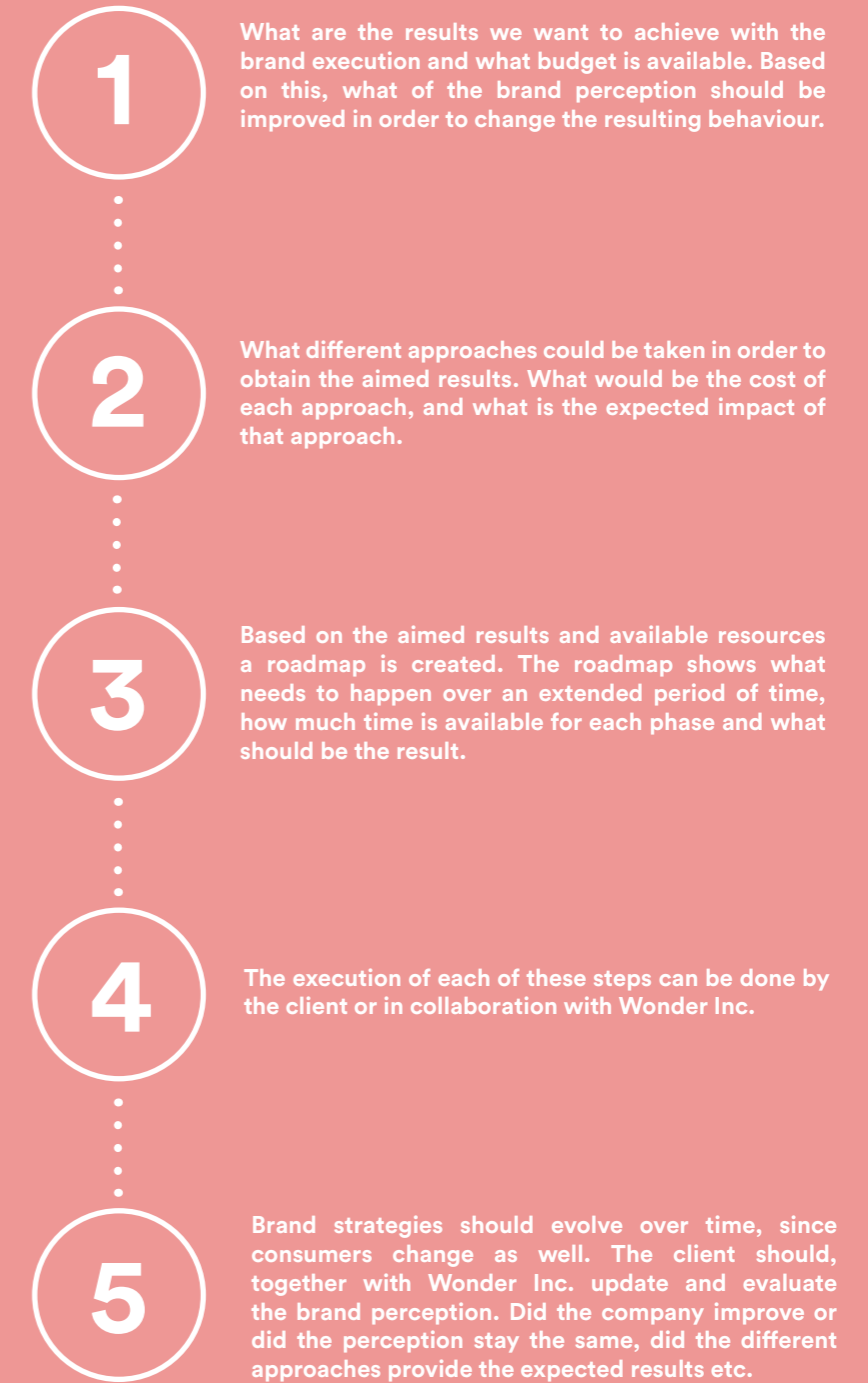


Image 52: Different steps for Phase 5 of the road to become extraordinary.

APPENDICES

Appendix A: References

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Appendix B: Discussion guide

Qualitative research

Main research question:

Why do consumers consider certain brands the only choice when it comes to a specific purpose?

Sub research question:

Does the model, and the supporting theory, encompass the complete range of different drivers/motivators and reasons for being the only brand, in the mind of a consumer?

Set Up:

The participant is asked before the actual qualitative interview takes place, the following question:

Is there a brand in your life that you would consider the only choice for you to achieve a specific goal?

For example:

Brand U, is the only choice for me when I want to make the best possible pictures on my holiday.

Brand X, is the only choice for me when it comes to a mobile phone I use for work.

Brand Y, is the only choice for me when I need a bag for a special occasion.

The participant will be prompted that it can be in all areas in life and is not limited in the format described above. Once the participant believes they have found an only choice, we ask them to what degree they agree with the following statement:

When it comes to (selected purpose) there is no other brand I would consider than (chosen brand).

(Strongly disagree) (Disagree) (Neutral) (Agree) (Strongly agree)

For instance:

“When it comes to taking the most detailed pictures there is no other brand I would consider than Leica”

If the participant strongly agrees with the statement, they are ready to participate in the qualitative research. Then next step will be to ask the participant at what moment and where they use that specific brand. This moment and time will be the time and location in which the interview takes place (if the participant agrees). By doing so the participant is in a familiar environment and can more easily relate to the interaction with the brand. The interviewer can now observe how the interaction takes place in a natural environment.

The interview should be an organic conversation in which the participant shares their experience. The interview is built semi-structured. The participant will be asked certain questions and prompted to provide more detail. The questions are constructed in a neutral way, to not push them in a certain direction. Furthermore, the participant is first asked to answer a more open question, once they are finished answering it, more detailed prompts are used to deep dive into that topic. Throughout the interview the laddering technique will be applied to prompt the participant to provide underlying thoughts and/or motivators. As the interview progresses more focused questions will be asked.

Discussion guide

Hi, thank you for having me here and taking some time to share your thoughts. I would like to ask if I have your

permission to record this interview? Furthermore, would it be fine with you if I take a picture of you and your chosen brand? Would be much appreciated.

This interview is more of a conversation than an interview, and there are no wrong answers; just report whatever first comes to mind. If you don't understand something just ask me to repeat it and if there is anything you don't feel comfortable to answer, let me know and we skip the question.

1. What have you brought with you today, that for you is the only choice?

2. For what do you use it?

3. For what specific purpose is this brand the only choice for you and why?

Prompting questions:

What makes the product or service from this brand different from the competition?

Would you say that you love Brand X? Why?

5. What do you seek to achieve when using the product (or service)?

Prompting Questions:

If the participant doesn't know what to exactly respond, or does not tackle one of the boxes I could ask them if there are any additional things they seek to achieve?

1. What functionality does the product/service provide you?

2. How would you like to experience the process of getting to that goal?

3. How does it make you feel?

4. Are there any social drivers behind using the product? (explain)

6. When do you exactly use this brand?

Prompting questions:

Why then, why not at other moments?

Would you use other brands for other moments, why?

7. You just described for what purpose and when you use brand X. Could you now focus on that moment and what you want to achieve. What are the things that run through your mind in that moment?

8. Could you describe a typical use process?

9. What positive experiences do you have, when you go through this process? Why?

10. What negative experiences do you have, when you go through the process? Why?

11. Up until now, you described what you would like to achieve and what process you go through to get there. What functional attributes are important to you during that process?

Some examples:

Saves Time

Reduces effort

Avoids Hassles

Reduces cost

Quality

Variety

Sensory

Appeal

Informs
Simplifies
Makes money
Reduces Risk
Organizes
Integrates
Connects

12. Why are these important to you?

13. Now consider this Brand as a whole, and all the experiences you have had with it during the time you have used it for. So not only with the specific product or service we just discussed, but the entire experience of using the brand and its products. What emotions do you feel now when you think of that?

Some examples:

Interest
Irritation
Distress
Alert
Excited
Shame
Upset
Inspired
Strong
Nervous
Guilty
Determined
Scared
Attentive
Hostile
Jittery
Enthusiastic
Active
Proud
Afraid

Prompting questions: (multiple times for each emotion)
Why do you feel that specific emotion?
How strong did you experience that emotion?
What is/was the reason you experienced that emotion?

10. Overall would you say your experience with Brand X is positive or negative? Why?

Now I would like to talk about how you are as a person in relation to brand X.

11. To what extent do you identify yourself in their products? why?

Prompting questions:
To what extent do you say that certain attributes of the product or service resemble things you seek in life, why?
To what extent do you see the products of chosen brand as an extension of yourself, why?
How important is it for you that others see you with products of that brand, why?
To what extent does the brand remind you of where you come from, why?
To what extent does the brand have nostalgic value for you?

12. Do you recognize yourself in Brand X, why?

Prompting questions:

To what extent does the brand make you feel as if you are part of a community or a group of brand X users?

To what extent do you identify yourself with other users of brand X?

13. Do you believe in what brand X stands for?

Prompting questions:

To what extent Does supporting brand x make you feel part of a movement that wants to achieve something of significance?

Does supporting Brand X make you feel that you are part of something bigger, that not only affects you but also others?

14. To what extent would you say that the brand..

...Enhances your performance? .

...Helps you obtain your desires?

...Helps you achieve positive outcomes (e.g., success and prestige) in your life?

...Helps you achieve your ideals and dreams?

...Make you feel as if you are part of something bigger than yourself?

15. We now talked about (1) functional aspects, (2) how you have experienced the brand as a whole and (3) what you as a person are in relation to the brand. Which of those three would you say is most important to you? Why?

16. Is there anything you would like to add in relation to brand X, is there something which you kept thinking about during this interview?

Appendix C: Qualitative Data

Wonder Insights Lab™

Male, 25, Finnish Food/beverages	Female, 39, Finnish Furniture	Male, 30, Dutch Consumer electronics	Female, 20, Spanish Consumer electronics	Male, 22, American Consumer electronics	Male, 30, Dutch Consumer electronics
Functional: <ul style="list-style-type: none"> Ground size + Quality + Speed of usage + Taste + Packaging - Experience: <ul style="list-style-type: none"> Peace + Relaxation + Enjoying the moment + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 5x <i>Indirect brand meaning</i> 3x <i>Self identity</i> 2x 	Functional: <ul style="list-style-type: none"> Safety + Reliability + Practicality/diversity/modularity + Quality + Aesthetics + Minimalistic + Experience: <ul style="list-style-type: none"> Cute + Joyful + Active + Innovative + Inspired + Meaning: <ul style="list-style-type: none"> <i>Indirect brand meaning</i> 2x <i>Social identity</i> 1x <i>Self identity</i> 1x <i>Brand familiarity</i> 1x <i>Brand customer prestige</i> 1x <i>Brand intimacy</i> 1x 	Functional: <ul style="list-style-type: none"> Connectivity + Simplicity + Ease of use + Aesthetics + Memory + Screen size + Experience: <ul style="list-style-type: none"> Focus + Excited + Happy + Security + Anxiety - Dependability - Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 4x <i>Brand intimacy</i> 4x <i>Brand impact</i> 3x <i>Brand relationship</i> 2x <i>Self identity</i> 2x <i>Brand customer prestige</i> 1x <i>Brand relationship</i> 1x 	Functional: <ul style="list-style-type: none"> Camera + Simplicity + Aesthetics + Battery - Experience: <ul style="list-style-type: none"> Happiness + Admiration + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 6x <i>Self identity</i> 3x <i>Brand intimacy</i> 3x <i>Brand familiarity</i> 2x <i>Indirect brand meaning</i> 1x <i>Brand customer prestige</i> 1x <i>Brand relationship</i> 1x 	Functional: <ul style="list-style-type: none"> Connectivity + Simplicity + Ease of use + Aesthetics + Memory + Screen size + Experience: <ul style="list-style-type: none"> Focus + Excited + Happy + Security + Anxiety - Dependability - Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 6x <i>Self identity</i> 3x <i>Brand intimacy</i> 3x <i>Brand familiarity</i> 2x <i>Indirect brand meaning</i> 1x <i>Brand customer prestige</i> 1x <i>Brand relationship</i> 1x 	Functional: <ul style="list-style-type: none"> Operating system + Price/quality ratio + Aesthetics + Waterproof + Camera + High functionality + Quality + Experience: <ul style="list-style-type: none"> Familiarity + Joyful + Trust + Good + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 4x <i>Indirect brand meaning</i> 2x <i>Brand relationship</i> 2x <i>Self identity</i> 1x <i>Brand customer prestige</i> 1x <i>Brand intimacy</i> 1x
Female, 24, Finnish Clothing - small bags	Female, 59, Dutch Clothing - Pants	Female, 23, Finnish Clothing - shoes	Female, 24, Finnish Textiles	Female, 50, Finnish Personal care	Male, 30, Finnish Cigaretts
Functional: <ul style="list-style-type: none"> Diversity + Quality + Material + Aesthetics + Size + Investment + Experience: <ul style="list-style-type: none"> Better + Superior + Trendy + Feminine + Younger + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 5x <i>Self identity</i> 5x <i>Brand relationship</i> 3x <i>Brand familiarity</i> 2x <i>Indirect brand meaning</i> 2x <i>Brand intimacy</i> 1x 	Functional: <ul style="list-style-type: none"> Colour + Shape + Fit + Lasting + Pockets - Experience: <ul style="list-style-type: none"> Better + Slimmer + Trendy + Feminine + Younger + Meaning: <ul style="list-style-type: none"> <i>Self identity</i> 3x <i>Brand intimacy</i> 2x <i>Brand impact</i> 1x 	Functional: <ul style="list-style-type: none"> Quality + Refreshing + Small + Bottle size + Experience: <ul style="list-style-type: none"> Aesthetics + Feels good + Love + Healthy + Claims me down + Not proud - Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 3x <i>Brand intimacy</i> 2x <i>External/indirect brand meaning</i> 2x <i>Self identity</i> 3x <i>Brand familiarity</i> 1x <i>Brand customer prestige</i> 1x 	Functional: <ul style="list-style-type: none"> Deep cleaning + Refreshing + Small + Bottle size + Experience: <ul style="list-style-type: none"> Aesthetics + Feels good + Love + Healthy + Confidence + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 3x <i>Brand intimacy</i> 2x <i>Self identity</i> 2x <i>Brand impact</i> 1x <i>Brand relationship</i> 1x <i>Brand customer prestige</i> 1x <i>Indirect brand meaning</i> 1x 	Functional: <ul style="list-style-type: none"> Deep cleaning + Refreshing + Small + Bottle size + Experience: <ul style="list-style-type: none"> Aesthetics + Feels good + Love + Healthy + Confidence + Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 3x <i>Brand intimacy</i> 2x <i>Self identity</i> 2x <i>Brand impact</i> 1x <i>Brand relationship</i> 1x <i>Brand customer prestige</i> 1x <i>Indirect brand meaning</i> 1x 	Functional: <ul style="list-style-type: none"> How it smokes + Packaging + Strength + Experience: <ul style="list-style-type: none"> Take a break + Celebrate + Warm + Old fashioned + Numbing - Claims me down + Not proud - Meaning: <ul style="list-style-type: none"> <i>Social identity</i> 3x <i>External/indirect brand meaning</i> 2x <i>Self identity</i> 3x <i>Brand familiarity</i> 1x <i>Brand customer prestige</i> 1x

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic, underlined* Different 'meaning' groups: coloured:
 Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Self-identity

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Positive Emotions

- Peace +
- Relaxation +
- Enjoying the moment +
- Cute +
- Joyful +
- Active +
- Innovative +
- Inspired +
- Trust +
- Excitement +
- Young +
- Addicted +
- Joy +
- Familiarity +
- Joyful +
- Trust +
- Good +
- Happiness +
- Admiration +
- Excited +
- Happy +
- Security +
- Love +
- Inspired +
- Respect +
- Superior +
- Special +
- Trust +
- Classy +
- Stylish +
- Better +
- Slimmer +
- Trendy +
- Feminine +
- Younger +
- Feel good +
- Bad feelings go away +
- Proud +
- Comforable +
- Motivated +
- Cool +
- Chill +
- Confy +
- Relaxed +
- Soft +
- Comfortable +
- Happy +
- Soft +
- Comfortable +
- Happy +
- Feels good +
- Love +
- Healthy +
- Confidence +
- Take a break +
- Celebrate +
- Warm +
- Old-fashioned +
- Numbing +
- Claims me down +

Note: in this document only the emotion is shown, however during analysis the context in how it was explained was taken into consideration to find the correct meaning group of where it originated

Negative Emotions

- Anxiety -
- Not proud -
- Frustration -
- Dependability -
- Greed -

Social Identity

- Superior +
- Happiness +
- Anxiety -
- Proud +
- Cool +
- Chill +
- Love +

Brand Impact

- Inspired +
- Not proud -

Brand customer prestige

- Active +
- Focus +
- Motivated +
- Take a break +
- Claims me down +
- Inspired +

Indirect/external brand meaning

- Excitement +
- Joy +
- Feel good +
- Bad feelings go away +
- Celebrate +

Caused by direct consumption

- Peace +
- Relaxation +
- Enjoying the moment +
- Frustration -
- Good +
- Comforable +
- Confy +
- Soft +
- Comfortable +
- Feels good +
- Numbing +

Brand intimacy

- Familiarity +
- trust +
- Dependability -
- Addicted +
- Anxiety -

Brand familiarity

- Cute +
- Joyful +
- Happy +

Brand relationship

- Innovative +
- trust +
- Special +
- Trust +
- Joyful +
- Trust +
- Admiration +
- Excited +
- Security +
- Love +
- Respect +
- Warm +
- Dependability -
- Anxiety -

Self-identity

- Young +
- Classy +
- Stylish +
- Better +
- Slimmer +
- Trendy +
- Younger +
- Feminine +
- Younger +
- Chill +
- Healthy +
- Confidence +
- Old-fashioned +
- Greed -

LEGENDA: Emotions from Consumer electronics are underlined. Emotions experienced for the clothing group are *Italic* Different 'meaning' groups: coloured:
 Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER

Participant 1
Male, 25 years old
Finnish
Copy writer

Only Choice

LaVazza is the only choice for me when it comes to having ground coffee at home.

Product category

Food/Beverages - Press
coffee

FUNCTIONAL

'It also has a lot to do with how I prepare my coffee, and this coffee is especially intended for that'(1:50)

'How fine the ground is, is a big value proposition for me.'(13:01)

'The quality is of course very important.'(13:10)

'It's fast, which is also important for me.'(13:20)

'The packaging of LaVazza is the only down thing I could think of, if you open it and the vacuum goes away it kind of changes shape. Which is annoying, I always directly put it in a glass jar.'(13:28)

'Packaging is definitely important for me, the also do these tin packages, but considering the amount of coffee I drink, I think its a big waste'(14:50)

'Well obvious taste, it is the most important aspect.'(15:10)

EXPERIENCE

'I have tasted a lot of coffee in my life, and can taste the difference between coffee. So I have some knowledge of what I like and don't like'(2:28)

'It is as much as a functional thing as an emotional thing. I do believe it wakes me up in the morning but that is not the primary reason, the primary reason is simply for the taste'(6:30)

'It makes me feel at peace I would say, considering that if I don't have it, I don't really feel at ease because I haven't done my morning ritual'(9:55)

'Relaxation is important, stand there, enjoy the moment, independent from everything. A moment just dedicated for one cause.'(15:20)

MEANING

'It has to do a lot with authenticity, and the authenticity of being an Italian coffee brand'(2:10)

'The fact that my very good Italian friend, was the one who introduced me to the brand, and him being Italian, of course I take his word for good coffee.'(2:20)

'They (Italians) don't make such a big thing of the whole coffee drinking moment, it something you just do. I do the same when I have my coffee, its not a whole happening, I just quickly sit down or even drink it standing'(2:28)

'(referring to a local coffee brewery) it's not so much there about the authenticity, but about their passion about coffee, if you can see the that they share the appreciation, makes 'falling in love' way easier'(11:50)

'The fact that it is Italian is already a dealbreaker for me, for me it is the home of coffee'(4:35)

'Their branding is very lifestyle orientated, its always very well dressed pretty Italian people.....Very idylic, its how you want all your experiences to be... How they enjoy it is how I want to enjoy it... It even provides me some confidence, "look at these people, they are enjoying it, I must enjoy it than as well"(17:35)

'With the branding I do identify with the people they show in commercials, Smart casual, elegant, it is something I value.'(20:45)

'If someone would ask me about it, I would take pride in telling them about the coffee, but I wouldn't go out of my way to convince people'(21:05)

'If I see someone else in the store buying it as well, im like hel fistbump! Also there are not many people that make coffee like this, so being part of that community I do feel.'(24:05)

'To be honest, I don't really know what they stand for as a brand'(26:05)

'I support their simplicity, authentic and original experience'(27:13)

ADDITIONAL NOTES

IMPORTANCE OF LEVELS

'I think it is the functional side of things, I could argue that there are other great Italian coffees out there, that rely on the same heritage and authenticity, however this one just happens to be the one that does it for me. The taste is just the best, I wouldn't want any other taste in the morning. I wouldn't way the emotional side or the story behind it above the taste of the product'(31:22)

Devotion

'To be honest I am quite devoted to this brand'

'I would trust someone who drinks LaVazza'(24:20)

'I always buy this coffee, even people who give me coffee for a gift, now that they should give me this coffee'(1:50)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *italic, underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER

Participant 2
Female, 39 years old
Finnish
Office manager

Only Choice

Stokke is the only choice for me when it comes to baby furniture

Product category

Baby Furniture

FUNCTIONAL

'The products are safe, reliable, and long lasting'(1:40)

'The branding is so good, it's just so known for good practical design'(3:40)

'They have long warranty... I did it, it's nice that you can have it replaced'(4:50)

'I like the idea that you first buy the small bed, and then you buy the extensions, then you can remove the middle part for a bit older kids, and lastly you can make two chairs out of it. I like the fact that you can use it for quite a long time. It is modular and grows with the child, which is also their model.'(6:30)

'The chair is just really safe for instance, it doesn't fall when they climb on it, which some other similar chairs do'(7:5)

'I like the good luck of the products, the good quality and the look, its a bit different from others.'(8:24)

'It's handy, for instance the little bath, is foldable, which was convenient when we had a smaller house'(8:40)

'In general I like Scandinavian design, its practical, minimalist, clever and often designed for this type of climate'(17:34)

EXPERIENCE

'It's a unique design, in my opinion the cutest one'(2:50)

'We actually did use their customer service once, a screw was broken... it was a really nice experience, you had to fill in a form online and say what was broken and they just sent it by post, no questions asked, even though it was actually our fault that it broke. It wasn't made for the way we used it...'(5:30)

'It was actually quite hard to get rid of them, when we had to sell them, oh no there goes the last baby related thing'(9:30)

'I do have some really cute memories from them, when the kids were still small, and later when they were climbing in them, it's all nice memories'(12:00)

'Only when the screw came of was less pleasurable, our kid was constantly crying so we were rocking the bed, even though it wasn't made for it.'(12:50)

'I think this type of product, really links to these special times, these first weeks, so it links hard to the sentimental aspect of your child'(13:30)

'Active, because the products are quite innovative in design, and encourage being active'(14:20)

'Inspired, when I heard of the brand, I looked at it, and I was like wow thats a unique design and I immediately liked the design.'(15:10)

MEANING

'I do identify with the safety, I want to make sure something is safe, safe than sorry. Maybe when I was a few years younger, would live edges, but not anymore, the parenthood changes this'(18:44)

'Its not important to me that others see me with it, its nice if they think oh nice you have that as well, but I don't care that much at it'(19:27)

'It does make me a little bit feel part of a group of parents expecting child. That you at these doctor and nurse groups and that you disc products. Did you buy the pram already did you buy this etc.. Prob compare the attributes of the products/qualities/ features'(21:0)

'Many families have the chair nows, and they recycle them, they give to friends, and then they give them to the next who get children.'(21:3)

'Maybe to some extent it made my job as a mom easier.'(24:3)

IMPORTANCE OF LEVELS

'Functionality, im quite practical and im always looking for functional practical designs, im willing to pay a bit extra if I know it works well. I Wouldn't easily switch to a new provider with the same stuff. They would need to proof that what they offer is also practical, long lasting.'(26:10)

ADDITIONAL NOTES

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *italic, underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER
Participant 3
Female, 59 years old
Dutch
Dutch Teacher

Only Choice

Michele Magic is the only choice for me when it comes to Jeans for all moments

Product category

Clothing - jeans

What to achieve

'A pants that is lasting, fits me perfectly and is comfortable'

Devotion

'I don't like shopping for pants, they offer what I need and they last for a long period of time, I won't easily switch because I don't really offer other brands the opportunity. Why search for something else if a brand offers you exactly what you want.'(17:40)

FUNCTIONAL

'The fabric is really good, and there is some knitting in it that makes you but look nicer'(5:29)

'After a year they till fit perfectly, don't loose colour or shape'(5:45)

'Most jeans don't fit around my waist, but these just fit perfectly'(6:36)

'Well there is one down side, the pockets always break, however, they fit so well and I use them so often that its understandable that it happens, I still continue to buy them'(7:30)

EXPERIENCE

'It is just important for me that a pants fits very well and that it doesn't become bigger as time progresses, otherwise, if your a bit bigger, the pants will accentuate, I do not have this experience with Michele magic, they stay the same so I feel better wearing them'(12:18)

'Well there is one down side, the pockets always break, however, they fit so well and I use them so often that its understandable that it happens, I still continue to buy them'(7:30)

MEANING

'This brand is really for women with special shapes, so big ladies with big butts, or thin girls with long legs. Its made for special shapes'(10:03)

'I feel more feminizing when I am wearing these jeans'(6:20)

'They make me feel like I'm slimmer'(6:18)

'I feel more trendy, when I wear these jeans, in comparison to other pants'(6:36)

'It makes me feel younger'(12:18)

'I don't identify with other users, because I don't meet them. They are quite difficult to get. There are only few shops that sell them and they are rather expensive'(4:02)

'I do think it is good that they offer the option to women with different sizes that they can find a perfect fit, however, I do not really support there cause or anything, I just need a pants that fits me'(5:17)

IMPORTANCE OF LEVELS

'its purely functional for me. It is really hard for me to find good jeans, and they have proven to be long lasting and fit well, so far I haven't found anything better and I won't quickly change jeans because I know for sure with them that they provide what I need, quickly, so I don't need to go out shopping for a long period of time.'(17:20)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *italic, underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand intimacy - Brand relationship - Self-identity

ADDITIONAL NOTES

Wonder Insights Lab™

CONSUMER
Participant 4
Male, 30 years old
Dutch
Sport Teacher

Only Choice

Samsung is the only choice for me when it comes to mobile phones

Product category

Consumer Electronics

What to achieve

'My phone is my personal assistance, with which I do everything, and take it everywhere, from waking me up in the morning, my calendar, my banking, games, social media, it is in some sense an extension of myself, a connection between me and the outside world'(4:50)

Devotion

'Samsung is a phone I always come back to, I just love how it works, I have had the S3,S4,S5 and now the S7'(1:09)

FUNCTIONAL

'The operating system is the best, the price/quality ratio, its way better than iPhone.'(1:44)

'they are just very pleasant phones, they work well, they look nice, the operating system is good.'(3:19)

'The fact that the current phones are waterproof really help me, I work in all weather conditions, this feature ensures me that it will last longer'(9:24)

'A good camera is very important for me, it needs to make good pictures. I want to make good pictures to capture moments and share on social media.'(8:50)

EXPERIENCE

'What is also really important for me is that multiple people I know, who have a lot of knowledge on computers and phones, recommended it to me and the android system is way better than IOS and Apple'(1:55)

'A big reason for me for using Samsung is the familiarity, I have been using it for years and know how it works.'(2:57)

'Making pictures and videos, some crazy moments with Samsung would be that it helped me to capture those crazy moments, and so it was part of it.'(6:06)

'One negative experience is that since the most recent update, its freezing and has some other minor issues, which is really irritating..... I would not consider to switch to a different brand because of that, but I just hope that there will come a new update that will fix those bugs.'(7:10)

'As I think of Samsung as a whole, it gives me a trusted feeling, I have used it for multiple years, not only their phones but also their TV's. When I think of them I just think of good quality, trustworthiness, high functionality, a trusted and good feeling I feel when I think of them.'(11:10)

MEANING

'My phone is my personal assistance, with which I do everything, and take it everywhere, from waking me up in the morning, my calendar, my banking, games, social media, it is in some sense an extension of myself, a connection between me and the outside world'(4:50)

'Thing that I see in Samsung that I also seek in life is first of all quality, you want to trust a product and/or service. This trust is not only when it comes to phones, but to clothing, to service, products and services that make me happy and that I trust. If that is not the case, I'm quickly done with a brand. But if you think about it, you also seek that in friends, that you can ask help from them when you need them. It is in human nature and can built on, which results also in less stress'(5:23)

'I do feel part of some type of group, or certain type of people, I recently talked about this with a friend the differences between a iPhone user or Samsung user or android, that the more down to earth people who value technology and less superficial, I don't want to generalise haha, but that those more often choose android, where as the iPhone user are more influenced by trends, are a bit more superficial and yes they do value user friendliness of course. Having a iPhone is going with the trend. I think android user a bit more down to earth people haha. In that sense I feel more identified with Samsung users, and in some sense part of that community or group'(16:59)

'In some sense, supporting them I do feel a bit that I support the progress of humanity'(19:31)

'Samsung helps me to a big extend, it enriches my life, in nowadays world you don't really fit in if you don't have a phone, the way it connects people, captures moment, organises your life, how mobile you are, you use it for everything'(20:31)

ADDITIONAL NOTES

'I would say the experience I had with them, the trust and experience that has built up over the time. The functionality is specific, but rather generic, there are so many producers out their that offer the same, they are nowadays all very good. The meaning it has for me, and the sense of belonging is nice, and its good, however not the main cause why I would pick for Samsung. The good experiences and the trust Samsung has provided me makes me keep coming back to them.'(25:20)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *italic, underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand intimacy - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER

Participant 5
Female, 20 years old
Spanish
Student

Only Choice

Apple is the only choice for me when it comes to mobile phones

Product category

Consumer Electronics

FUNCTIONAL

'I like apple because they are such a big brand, but their solutions are so simple.' (5:15)
'The camera is important for me, they did that very well, they are always trying to innovate it and make it better, it is really important nowadays with like social media and stuff.' (5:29)
'I like their simple and minimalistic design. In the beginning you need to get used to it, but once you know it works quick and easy and makes it more simple.' (6:11)

EXPERIENCE

'For instance FaceTime works really well, you can easily talk to people in other countries. It works really well. For me its important because I can talk with my boyfriend, who lives in another country.' (7:42)
'The battery is really bad, they create the phones to live for two years, in 2 or 4 years you need to change it because it doesn't work anymore, but thats what all those companies do, thats shit. When you go to the beach for instance, when its really hot, the battery just dies.' (4:05)
'When you go to their stores, there is like nothing, only the products, only a few tables and their products, they want you to focus on the things. I think that is really smart, they are good in selling.' (6:05)
'They make you think that everything with them is hazziness, they make you think that they sell you the best experience. When I see their commercials I think wow! I need that.' (2:05)
'The photos that I can get with their camera's and capturing those memories is a positive experience I have with Apple.' (5:06)

IMPORTANCE OF LEVELS

'I like the big business they do, I want to support that and be a part of them.' (24:40)

ADDITIONAL NOTES

MEANING

'If you think of their commercials and stuff, it kind of feels like you are not cool if you don't have apple, in a way it is also like that for me, if you have the new stuff people are like 'ah thats cool' (3:54)
'Because of the people you see in series and in their commercials and how cool they are, you feel like ah I want that as well.' (8:05)
'I do think Apple is really materialistic, stuff is really important, they want you to buy their newest stuff. They promote that you have the best possible experience with their products, but I do believe spending it on a trip or something is better, I prefer to buy second hand.' (8:21)
'They have created a really big company, and it is one of the most important companies in the world, they made a good business, they get what they wanted, I do think that is quite an accomplishment.' (23:28)
'The way their products work, simplistic, I search for that in other products as well.' (16:56)
'Most of my friends have iPhones, one funny thing is that my phone is quite broken, and my friends say: "yeah but your iPhone is not really a iPhone anymore, that is kind of the mentality they also give as a company." (7:33)
'Apple has no nostalgic value for me, I think they stand for the future, for innovation.' (19:20)

Devotion

'I do want to buy iPhone again, because of their service, but I would buy a second hand one.' (1:09)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic Underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand intimacy - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER

Participant 6
Male, 22 years old
American
Graphic design intern

Only Choice

Apple is the only choice for me when it comes to connected electronics

Product category

Consumer Electronics

FUNCTIONAL

'All my stuff is like on this like connected Apple network of like iCloud an iTunes, iPhones, iMessages. All of the important things for me are managed by the same company.' (1:24)
'My family started using apple because it is easy, they are not computer people, its also well designed, they are interested in the aesthetics of things.' (1:40)
'All my stuff is there, I don't have to start a new system, I am already established in the platform, I don't want to learn something new every-time I use it.' (4:35)
'Everything of my life is kind of on it, and that that they are easily accessible is important for me.' (7:45)
'I want a high memory, so I can run a lot of adobe programs at once, a big storage space, but now I'm doing cloud storage, so its not that big issue anymore, and big screens. I usually get a better used one.' (9:44)

IMPORTANCE OF LEVELS

'I would say it is between the social and experience aspects, because if everyone I knew, would switch from apple to google, it would be easier for me. So I guess it is kind of social, but also the whole experience of how it works and does it for me really does it.' (24:45)

Devotion

'I do see their products as a physical extension of myself, I cant live without them.' (15:17)

EXPERIENCE

'My creative output mostly takes place on the laptop, I do computer graphics, and also I guess a lot of anything that I create involves the laptop, if it is writing or design.' (3:44)
'I always had really positive experience when a new update came, for ios, when back then it was a big deal, and the new IOS will have this awesome camera with slow-mo feature and that would make me really excited and happy, now it is just a part of my life and if it doesn't crash or slow down it makes me happy.' (5:10)
'The nice thing is that when I use it I don't think to much of the brand, I just think about what I'm doing with it, its pretty transparent, its just easy for me to forget that I'm on a computer and can just focus on what I'm doing, the worse time of the brand is when I remember it, and that is there.' (12:46)

ADDITIONAL NOTES

the question to what extend you identify yourself with the brand, is rather difficult to answer

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic Underlined* Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand intimacy - Brand relationship - Self-identity

MEANING

'I do feel part of a group, its like were all in on the same joke, we all have the same problems and issues with apple devices and go through the same emotions with apple, so there is definitely a feeling that were all stuck on these same devices.' (18:22)
'I do see android users differently, they ruin the whole groupchat, because you loose some functionalities, thats bad, I wouldn't say it directly, but yeah I still think it.' (16:47)
'I lot of my childhood memories are like connected to apple, if I for instance think of when I was 10, I also think of the aesthetics of apples interface and stuff.' (7:20)
'(to what extend do you feel part of a group) wouldn't say we are all buddies, but we definitely have stuff in common.' (8:51)
'Its a lot of things, why apple is the only choice for me, first of all it's my family of apple people, I grew up with mac's, I never liked PCs, they were so complicated and I thought weird people used them.' (11:13)
'There is kind of that culture of apple people, where they are like liberal, kind of granola folks, that live in small villages and everybody wants to be apple person.' (2:05)
'Windows people were weird, because they were actually in their computers and like building them, they used programs that I thought were stupid, I thought that I was like more advanced than them.' (2:38)
'When my laptop got stolen, and so my data got wiped, I was really like wow I'm starting over, its a new life for me, I didn't realise how much of my identity lived inside the computer. So when it disappeared I definitely felt like I was turning over a new leave.' (8:36)
'I feel security when I think of apple, more recently also like, not like shame, but like anxiety over how much I invest my life into the computer and how much I depend on it. So dependability but more like a work of how much I depend. The fact that I cant make design without it, so much of my life is on it, my photos my messages, its slowly taking over my life, its something that is slowly taking over my life.' (10:30)
'It scares me sometimes, how much I used to be able to do without my computer, but now I need a computer or phone to do it. Its kind of like having a really nice jail cell, where you can do anything you want and there is a lot of cool stuff, but its still a prison, would be nice to have a door.' (11:49)
'Overall my experience is definitely positive, it has enabled me to do things I otherwise wouldn't be able to have done otherwise, and organise my life.' (13:20)
'That they give the design team a Lot of power is what I can identify with, if I could have the same when I would design is what I want.' (14:27)

Wonder Insights Lab™

CONSUMER
Participant 7
Female, 23 years old
Finnish
Communications trainee

Only Choice

Vans is the only choice for me when I need shoes for everyday use

MEANING

'5 years ago, when I started using them, I felt pretty cool, but also people may think she wears Vans so she must skate, but I don't skate at all, sometimes I think people may think that I am trying to be something I'm not'(4:17)

'A friend of mine, who was the first one to use them, I was like: oh does look nice and she was like: yeah no one knows this label', than I got them and I was like: now I'm so fucking cool, but than I just really liked them and continued to use them(4:04)

'If I would see someone with vans, I would think, yeah she's probably chill'(14:04)

'If I wear those in Kallio, you know how people are there, I feel like I really belong there, but if I go to something more fancy, they would probably look at me oh what kind of hipster is that.'(16:07)

'Nowadays I don't really care anymore what other people think, but maybe a few years I was searching for my style and what I belonged to, and I feel like vans was there with me, it stayed'(15:47)

'When I think to them(Vans) I do feel some sense of belonging, I have used them so long, and not only have shoes, but beanies, clothes, so I know a lot about it, I could stand for it, I could work there. For example my two sister now wear vans because of me'(17:00)

'I'm not sure if I know what they stand for, its more like, those are not girly shoes, you can be what ever you want, you don't need to have high heels, you can also be girly and beautiful while wearing vans'(19:49)

'It is not that they are the best shoes I have, but I still buy them every year, it feels weird that I feel so strongly about the belonging part. But now because I like the shoes so much, I started to buy other stuff from them as well, it made my interest increase and I even considered applying at vans'(24:44)

'When I started using them 5 years ago, they weren't that known, nowadays the label is pretty popular, back than it wasn't so cool to wear them, but today you see those black ones on every other girl. So for me it's not so cool anymore to wear them, but I have used them for so many years, I love them they are good, so I don't want anything else'(3:30)

Product category
Clothing - Footwear

What to achieve
'When I need shoes for everyday life, to walk comfortably'(1:30)

FUNCTIONAL

'For me, it needs to be comfortable, it doesn't hurt'(2:59)

'at the beginning it was like 70-80 euros for a pair, and I was like I could buy four other pairs of shoes for the same price, but still I wouldn't buy this type of shoes if they are not comfy, so I was why buy them, but I still did'(4:45)

'The leases are actually to long, I need to put a doubly tie, its quite big, I don't like that'(11:17)

'The walking shoes are really soft and squasy, I like that and they are rather cheap'(17:56)

'I know that they are better for my feet'(19:50)

EXPERIENCE

'A friend of mine, who was the first one to use them, I was like: oh does look nice and she was like: yeah no one knows this label', than I got them and I was like: now I'm so fucking cool, but than I just really liked them and continued to use them(4:04)

'A stupid thing is the black ones, I have only had like four pairs, so the first time I had them was for two years, but the second time they broke after six months, so why did they break so easily, so I was why buy them, but I still did'(4:45)

'When I was inter-reiling, I was in Prague, and my shoes needed to go... So I left them their on the street somewhere, and bought new ones. And later when I actually moved to Prague people told me that there is this thing, that if you leave shoes somewhere, you would come back to that place some day, and I was like what the F, I left my shoes here 2 years ago and now I'm back. (7:24)

'The black ones I always take to festivals, I originally bought them because they fit with all types of clothes, but then when they got older, they look already ugly so I don't want to use them for everyday life, so I now use them for festivals(8:23)

'I think everything what they do, or at least show on social media, is like super chill and they want to hear their customers, and you can make your own vans'(12:38)

'When I think of them, I just feel comfy and relaxed'(13:12)

ADDITIONAL NOTES

Devotion
'I would never buy those kind of shoes if it wouldn't have the Vans label on it, for instance similar shoes from prism for 10 euro, I would never buy'(0:50)

IMPORTANCE OF LEVELS

'I think to be like part of the group, I think its like if I go to Kallio, I feel more relaxed, if you feel more ok about yourself, I can live more comfortably, I don't have to worry about how I look or anything'(19:50)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic* underlined Different 'meaning' groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER
Participant 8
Female, 24 years old
Finnish
Concept Designer

Only Choice

Chanel is the only choice for me when it comes to small accessorily bags

MEANING

'I feel like I have a nice looking bag, a part of me is of course that other people immediately recognise it, of course it is not that I choose the things I wear because of what other people think, but it's still some people want a certain brand watch because it is perceived as high quality, its the same thing for bags(2:40)

'What is also great about the brand is that, you could see like any type of style and person using it, ranging from a super punk to an old grand with pearls, using the same brand, thats what I think is great, you can use it in so many ways and context, but it still keeps its classiness and iconic image'(3:25)

'Some people may think of Chanel, like there are always gonna be haters, they think like people are superficial when they use certain brands, I haven't experienced it but I can imagine some people judging'(15:45)

'Yeah like I said, I like the classiness and that you can mix it with anything, thats kind of how I also see my self(16:21)

'I don't know if its that important if others see me with it, but of course I wanna wear like quality things, I don't wanna wear dirty clothes, but its not like I wanna show like look at me with my bag, I think its like appreciating good quality, its part of my personality, so others can see that..... I wouldn't want to wear dirty or broken clothes, I think it would be disrespectful to other people(20:19)

'Actually Chanel is a French brand, I grew up in Paris, and so it kind of reminds me of my childhood, I have this tradition that I go once a year with my mom to Paris, just the two of us, so its kind of also attaching me to my mom, our thing, like our brand, it connects me to my mom and to France. My mom definitely brainwashed me a bit about Chanel(21:48)

'Every time you see someone with a Chanel bag, you do think they must appreciate good bags, but also sometimes you think like why is she wearing it something like that. So you also see people that you don't identify with, because they are a completely different style(23:16)

'I do stand for the same things as the brand stands for, like for good quality, appreciation of the old handcrafting things and like classical style classic beauty(25:33)

'She started in the beginning of the 19th century, like being a woman doing her own business and being appreciated, I think thats a good thing to look up to(27:45)

'I'm mostly using the brand for selfish reasons, because I like it, not because what others think(30:15)

Product category
Clothing - small bags

What to achieve
'A small bag that fits me and which I can use in any occasion(9:44)

FUNCTIONAL

'The good thing is that I can use them anywhere, to super fancy party, but also for everyday use, when I have less to carry.... So they can basically be used for any occasion(1:05)

'It is such an iconic brand and it fits everywhere, super good quality and nice looking'(1:59)

'It will last you a lifetime, its really good quality, thats the type of bag you see in vintage stores, and they even sell it for an higher price(5:10)

'A bag that I bought when I was 18, is now like worth 2000 more, because the brand is constantly growing in value, so it is kind of like an investment(5:30)

'I don't buy stuff very regularly, so when I buy something I want to buy the best quality, I want it to last multiple years, I rather buy one thing that is expensive rather than 5 things that are less expensive for the same price, because they are gonna break or I might not like them anymore(6:05)

'I pay attention to the material, and the colour of course, I often buy something neutral..... because bright colours doesn't fit my other clothing and personality, I like more neutral like black and grey and beige and jeans colour type of person(6:30)

'Iand of course it needs to be functional and fit my phone and wallet and stuff(7:30)

'I am not buying a bag for functional reasons, but it still needs to be functional, I wouldn't buy a bag I can't use, otherwise I won't use it'(8:27)

'I know have found my own style, so I don't want to spend time on what I should wear, so it kind of makes my life easy, ok I have these bags so I just take whenever, I don't need to think what I'm gonna wear(10:34)

EXPERIENCE

'I kind of feel like I am wearing something superior, that has value to me and I'm attached to it, its not that I'm just wearing something, I thought about it to wear it(4:50)

'They have great customer service, you always get personal help, get coffee or tea, and talk to you, it makes you in some sense feel special, or that someone actually cares about your purchasing decision(12:10)

'Trazz is also a thing I most definitely feel towards them, and they make me feel classy and stylish(13:10)

'That I got my first bag from my mom for my 18 birthday was super special, it was my first Chanel bag and like small girl's dream of bags and I always wanted a Chanel bag.(14:08)

ADDITIONAL NOTES

'Its interesting, I never really thought about the whole connection I have with my mom through the brand, but now I realise it is kind of our thing'(30:23)

'Its funny actually, as a person I have changed so much over time, like since I'm 18 I have grown up so much, but I still like using the same bag I was using back than, which is Chanel, its a sign that its long lasting and eternal, its great that you can continue to use the same thing. (35:53)

Devotion
'Yeah I feel pretty attached to them, they are kind of a part of me, if I would go out in the evening I feel I need them, I always wanna wear a Chanel bag, it just feels most natural, of course I have other brands as well, but than if I wear another bag it doesn't feel the same, I feel that I should be wearing my Chanel bag and not this bag..... Chanel is the perfect match for whatever outfit, when I wear another brand it feels like I'm wearing the second perfect(19:09)

IMPORTANCE OF LEVELS

'The personal memory relationship thing I have with Chanel is what they deliver value on, it is also with other stuff that I own, like my jewellery, I like having things with a story behind them, like when I got it as a gift, from someone who is special, or when I bought it together with someone on a trip or something, because than in the everyday that item reminds me of someone or some memory.(34:20)

Wonder Insights Lab™

CONSUMER
Participant 9
Female, 24 years old
Finnish
Business assistant

Only Choice

Finlayson is the only choice for me when it comes to certain textiles

Product category
Textiles - sheets, towels,
curtains

FUNCTIONAL
‘Because of the quality and the reputation of the brand’(1:05)
‘Quality is important for me, they have a different materials and kinds of sheets, its comfortable, it shouldn't itch, doesn't sweat, keeps me cool and it doesn't stain that easily’(2:26)
‘Also their towels are really good, they function well, they remove the water well and feel nice’(3:45)

EXPERIENCE
‘Well one negative experience is that they are expensive haha, and yeah besides that I have had some negative experiences with their customer service. In Itäkeskus I had this rude person, whom didn't even said hi and just started to pack my bag (6:30)
‘They make me feel soft and comfortable, besides that it always makes me happy when you see beautiful textiles’(8:30)

What to achieve
When I need nicely designed textiles for decoration and comfortable sleeping’(9:44)

Devotion
‘There are many people who just buy it for the brand, I acknowledge their position and how they are, therefore I want too support them’(13:29)

ADDITIONAL NOTES
‘It's interesting to talk like this about brands, you don't always think about why you do certain stuff, until you speak about it’(20:17)

IMPORTANCE OF LEVELS
‘For me its most important that they are sort of a frontrunner, and that they stand out and are not quit, and their bold design, I like colours and messy designs. Perhaps their actions come through their design, with like crazy designs and opposite colours, I don't just buy them for the designs, its for the whole story. I wouldn't buy a brand product when it looks good, but don't belief in the brand’(9:39)

MEANING

‘The stand for tradition and Finland’(12:0)

‘They have these campaigns, that have more impact, that the women euro thing was a thing to talk about, that women earn less, they gave a discount at the similar rate as difference in pay. Those kind of actions really make me positive towards them’(8:45)

‘They also had the gay campaign, with tom of Finland, it is a very traditional brand, but also very bold in their action, not afraid, they dear to do stuff, they speak out their opinion, I share their values’(4:50)

‘I also identify with them with that they say what they stand for and speak out their mind, I try to do the same (6:14)

‘They promote equality, which is important for me (6:48)

‘Another good thing is that they only use paper bags, I support that, no to plastic, it kills our seas and animals (6:48)

‘I feel like kind of some sisterhood attitude thing, I agree with them with their values and how their are, so I want to support them, I feel some solidarity (8:12)

‘I think they are very successful in what they have achieved and how they want to influence people, and how they have created some kind of culture around it’(8:58)

‘They are some kind of leaders, that kind of speak out their mind before others. When their is a huge discussion, they just speak out their mind. Like with the women pay difference, they just reacted, some people may get angry but others high support them, they are kind of showing the way, I would like to achieve the same (11:08)

‘In some sense they remind me were I come from, from a powerful women family, haha, my home shares the same values, we were always pushed to speak our mind, furthermore, everybody within their family had products from them’(11:41)

‘I don't always recognise myself in other users, but for instance my uncle just recently bought some stuff, and than I think ah one he also knows their values and the quality’(15:55)

‘By supporting them you do feel a bit like your doing something, for instance their paper bags, even though its only one plastic bag, you still contribute to a better environment, they also have the recycling service, to recycle old fabrics and reuse the, its a small effort but still an effort made’(15:25)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic, underlined* Different ‘meaning’ groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand relationship - Brand intimacy - Brand intimacy - Brand familiarity - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER
Participant 10
Female, 23 years old
Finnish
Student

Only Choice

Kingsland is the only choice for me when it comes to horse riding clothing

Product category
Horse riding clothing

FUNCTIONAL
‘The quality is good, it comes from Norway and is close, I like the look, they are simple and still looks like a quality product’(1:59)
I need to like how it looks, and it needs to fit me, they have really small sizes, not many brands have xxxs, so thats why the clothing really fits me’(4:21)

EXPERIENCE
‘Well for example, I was wearing this Kingsland jacket, when I was walking on the street, and then this friend said you have a really cool jacket, where is it from, and I was like this is a horse jacket, you need to go to a horse store to get this, people have said it looks nice, so that makes me feel good (6:20)
‘When I see my horse clothing here in Helsinki, it makes me think of horse riding, and makes me excited, even though I have nothing with horse riding here, when I see my jacket I just want to go riding’(12:46)

What to achieve
‘Clothing for horse riding that shows how much I appreciate horse riding’

‘In there riding trousers they have this silicon padding on the inside of your knee, it is really good, to prevent pain from the rubbing, usually its leather which is really hard, the silicon is better’(4:50)
‘It is also really comfortable’(5:10)
My experience with them is really positive, for instance this one jacket, I have used it for 10 years, it is still not broken, however the sleeves don't look awful, and I use them every-time, it is really good quality, most clothes nowadays look bad after 2 years. Before when I had my own horse I road a few hours a day, now I ride around 3 times a week’(10:20)

‘Some time ago, I had a horrible fight with my mom, and I was like fuck it I'm just gonna go ride, I fucking hate my life, but than I go to the stable, and even if the horse is horrible to ride, if he is like jumping up and down and stuff, it still just makes all the bad feelings go away’(12:05)
‘Always when I buy stuff, I go and look what the best of the best are using, and than I buy that,.....because the horses are so sensitive and the riders as well, so they wouldn't wear shitty stuff’(23:19)

Devotion
‘When I'm riding its not that important that others see me with that brand, but its important that they don't see me with any other brand, its hard with horse riding, its quite superficial’(12:05)

ADDITIONAL NOTES
‘Usually when I think of brands I don't think this deep about brands, I just think yeah its a good product I'm gonna wear it, it made me realise that I have always know it is a status thing, but now I realise even more, that only the professional ones use it, and the mean girls, I realise more that it is not just product but also people can judge you or something’(22:25)

IMPORTANCE OF LEVELS
‘If the product is shitty, than nothing else matters, its stupid if you pay 1000 if the shoes are awful, but still I know if I would be the first one to try something. I know this brand, my friends use it, I know its good, so I want to keep using it, I don't want to risk buying something that is not good’(21:05)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic, underlined* Different ‘meaning’ groups: coloured:

Social Identity - Brand Impact - Brand customer prestige - Indirect brand meaning - Brand familiarity - Brand relationship - Brand intimacy - Brand intimacy - Brand familiarity - Brand relationship - Self-identity

MEANING

‘It is kind of a status thing as well, professional riders often use this brand as well’(2:13)

‘usually riders who only ride one hour a week don't use this brand, it is also pretty expensive, if you put so much money to it they are super in to horse riding’(2:43)

‘If you see someone walking on the street with a Kingsland jacket, you know that she has horses and rides a lot’(2:47)

‘If I use this other horsebrand, if you wear that and come to the stables, were I go, people go, you don't have enough money to wear the expensive stuff, its really superficial’(3:40)

‘I had once, there were these little horse girls, who only ride like ones a week in some class or something, and they saw we have these, lots of expensive stuff on, and they were like, you were born with a silver spoon, fucking rich kids, so that was unpleasant, they were jealous and see that you have that on, its kind of sad, but its not my fault I use quality stuff when I ride horse’(7:30)

‘Even when I'm not riding and I'm wearing the jacket, I feel really proud, the logo and name shows that I ride horse, even if you don't know it, so that makes me proud’(8:51)

‘I think of crowns and Norway when I think of Kingsland, its on all their items, it makes me feel a bit noble haha and proud’(8:38)

‘The brand has the same values as me, but I don't see their products as an extension of me’(11:37)

‘When I'm riding its not that important that others see me with that brand, but its important that they don't see me with any other brand, its hard with horse riding, its quite superficial’(12:05)

‘Its more of a lifestyle than a hobby’(13:41)

‘yes it does make me feel part of a certain group, the better-riders kind of haha, and yes I do identify with other users,.... its(the brand) more for show jumpers, which I am as well’(15:15)

‘It's a group that files quality and wants to do everything good, they don't want to buy cheap stuff, because thats bad for your horse and stuff’(16:09)

‘I close motivates me that in later in life I want to be able to do the same stuff, ride horses and wear their clothes, so I think study more work more, it motivates me because I want to do the stuff later in life and until this moment they have paid for this stuff and I want to be able to do that on my own’(17:30)

Wonder Insights Lab™

CONSUMER
Participant 11
Male, 28 years old
Dutch
Pilot

Product category
Consumer electronics

What to achieve
All my electronics should work seamlessly together and be of the highest quality (3:20)

Only Choice

Apple is the only choice for me when it comes to consumer electronics

FUNCTIONAL
'The building quality, what I like is the whole ecosystem how well everything seamlessly works together' (2:02)
'The hardware in comparison to Android works for 6-7 years, with android its two years, when it comes to free security updates and stuff' (2:15)
'yeah the quality of the products and the detail put in it really does it for me' (2:32)

EXPERIENCE
'Customer service is the best in the world' (2:10)
'If anything is wrong with the phone, for instance with the battery, you get a new one, I have had 4 new ones, they were refurbished though, or camera didn't work, you make an appointment, someone looks, and you don't have to pay anything, I have had 3 new iPhone 7s (3:31)
'Quality is the first thing I think of if I think of apple, the most negative thing would be the price (5:03)
'There are some negative things as well, but my love for the brand makes me care less, or forget those (5:21)
'I just always just blindly buy the newest model of apple, I don't research anything when I want to buy a new phone (6:40)
'I do everything with it, my calendar, my banking, I can control half my home with it' (7:30)
'You do get a bit greedy, its time they come with the next big thing, you kind of expect it from them, like something like an implant, I would take it straight away' (8:15)

Devotion
'I have literally everything they have, macbook, ipads, apple watch, even my router is from apple, two apple tv's, en everything is connected. I control my lights in every room, my sound system' (3:32)

ADDITIONAL NOTES

'the technology would still be the main reason I choose for them, the way it works and their connectivity, I think it is good what the other things are they do, but still thats not the main reason I continue to support them.... Of course all my positive experiences with them weigh heavily as well' (22:15)

IMPORTANCE OF LEVELS

MEANING
'I believe Apple deserves it seeming they were the first in many innovations, touch screens, iPads etc.' (2:08)
'The whole year round, I follow updates, leaks, developments, and I look on forums for gossips etc.' (7:08)
'I stay awake to watch the keynotes, its scheduled in my calendar' (7:42)
'They inspire me, how they are busy with making cool neutral, recycling, supporting good funds, connecting people and making technology available for people, in one word also respect' (8:27)
'Richest company in the world, I think thats quite awesome, there also busy with good causes, they have aids funds, they have fine ride in which 20% goes to good causes they gave a lot of money to Haiti' (10:05)
'I don't necessarily identify with them, but they do make me aware of the things I should do' (10:19)
'I do identify in some sense with their products, or more its a certain lifestyle' (10:50)
'Without their products I can't live, I have become reliable on their products, I do everything with them... I don't mind it at all, its not frightening to me, I don't care' (11:40)
'I don't care that others see me with their products, Im just really convinced about them, I do show them to others, and if people are not convinced about the products I'm always more than open to discuss about them and hear their arguments' (12:25)
'I do feel part of some group or community, its of course easy to identify yourself with other fans, however, its more fun to persuade others about it' (13:54)
'I do feel part of some movement, to be part of creation of forward looking technology, being aware of people around the world, my influence however is of course only a little drip, so I do contribute as a person, but very minimal' (16:16)
'In some sense they help me in my performances, I use their iPad during work, and my resumes are on my I mac, however, I could throw it away tomorrow and still do my job' (19:58)
'its kind of like a hobby (referring to his brand love), a opinion/a belief, its a principle' (20:47)
'Im really loyal, I pay 1329 euros for a phone, which is actually insane, if I would new tires and I pay 80 euros I think its quite a lot, but at the same time I pay those prices for a phone' (22:33)
'I completely support them, but if they would really do something I don't support I would leave them, but that will be quite a hassle, Im loyal but if there really comes a better product which is unique, cool and futuristic, it gets high reviews and is like an implant which doesn't need batteries and replaces everything I would switch' (23:41)

LEGENDA:
Functional benefits: **Bold** Experienced emotions: *Italic* *undefined* Different 'meaning' groups: coloured:
Social Identity - Brand Impact - Brand customer prestige - Indirect/external brand meaning - Brand familiarity - Brand intimacy - Brand relationship - Self-identity

Wonder Insights Lab™

CONSUMER
Participant 12
Female, 50 years old
Finnish
Project manager

Product category
Skin care products

What to achieve
'Deep clean my face, when it feels dirty and you have a greasy skin' (2:50)
'I can identify me with the brand, that they stand for looking healthy and that is what I want to achieve' (10:30)

Only Choice

Clinique clarifying lotion is the only choice for me when it comes to cleaning my face

FUNCTIONAL
'If you have a greasy skin, this is the best to get a deep cleaning' (1:02)
'The reason I feel right away is probably because of the alcohol, it is really refreshing' (3:41)
'I think the smell is so neutral, thats why it also works for my husband' (4:19)
'I can also buy these big bottles, so I don't need to buy small bottles multiple times.... I like that so I don't have to go to the shop that often' (5:24)
'there is one negative thing, and that is every time you buy a new bottle you get this additional dispenser, but I already have one, so I need to throw them away every-time' (7:20)
'one of the most important thing for me is that I believe it works' (8:19)
'When someone is visiting, this is actually the only visible product in our bathroom, because it doesn't fit in the cabinet, because of the big bottle, I think it looks nice, it is nothing unique, but there is also nothing wrong with the bottle. It is important to me that it looks nice, if it was really ugly I would hide it, but this is neutral' (12:37)

EXPERIENCE
'I tried something else, maybe 30 years ago, and this is the only one that really feels good, I have a feeling straightaway that it works, also my children and husband love it and use it' (2:20)
'In my family everybody likes it, we always have it... I have a back up bottle' (7:20)
'I think I was traveling abroad, and someone told me that clinic was really good in general, like also their makeup and stuff..... I tried different products and then I found this one' (13:20)
'it gives me this feeling of healthy feeling and healthy look, it gives confidence' (16:42)

ADDITIONAL NOTES
'It was interesting, actually when I was thinking of the product I wouldn't change, I couldn't find anything else that I would change than this haha' (19:59)

Devotion
'I have been using this product for over 20 years, maybe 25' (0:28)

IMPORTANCE OF LEVELS

'The most important thing for me is that it works, I wouldn't try anything else, there is no reason to change, if the price would increase incredibly, there would be a reason to change' (18:50)

LEGENDA:
Functional benefits: **Bold** Experienced emotions: *Italic* *undefined* Different 'meaning' groups: coloured:
Social Identity - Brand Impact - Brand customer prestige - Indirect/external brand meaning - Brand familiarity - Brand relationship - Self-identity

MEANING
'It is also something we share with the whole family, that everybody loves it' (7:01)
'It is of course also with my kids, for instance when my son became a teenager, it became his time to learn to use this product, it was a special feeling my son started to use it, nowadays he is really worried if the bottle is getting empty that he asks if we have a new one already' (6:53)
'It is something permanent, it has always been there, there is a trust, something nice that in a family of four that there is something we all agree on and that we need, and like to use, it brings us together' (9:20)
'I can identify me with the brand, that they stand for looking healthy and that is what I want to achieve' (10:30)
'I don't know, it is a part of me, I am very proud of it and tell others about it that it works for me and for others as well, I tell them this is very good, start using it, its not that I promote it but if they are complaining that they have problems than I say you should try this' (11:32)
'I think it also started with that it was told to me as a brand that doesn't test on animals, actually that was the point in which I was interested at that time, I tried different products and than I found this one, it is important that if their ecological points, however, now I haven't been checking that anymore' (13:25)
'When I started using this brand, I was an air hostess and so it reminds me of that time' (14:50)
'Yes I do identify with other ones, I start talking with them and like Im using that too, and Im like a your really clever haha' (15:41)
'In some sense it helps me obtain me desire of having a healthy look' (16:18)

Wonder Insights Lab™

CONSUMER
Participant 13
Male, 37 years old
Dutch
Realtor

Gopro is the only choice for me when it comes to capturing my extreme sports

Only Choice

Product category
Consumer electronics -
action camera

FUNCTIONAL
'I think their **supportive apps** are **fantastic**, their **features** are good, **extensions** are **awesome**, **quality** is **fantastic**' (0:58)
'**Price quality ratio** is maybe not the best, there are other options out there that can be the same quality but that are half the price' (1:02)
'Gopro is always high quality, you know what you buy and you know what you get, there is a certain **trust**' (1:23)
'Gopro is the only one that has **internal stabilisation**' (1:57)
'I bought this handle, and I can run next to my daughter and it looks like its filmed by a drone, absolutely **fantastic**' (2:31)
'The **housing** is super small and you can use it both on land and 10 meters deep, there is a screen on it, so you can see what you did straight away, you can make **8 types of pictures**, from wide scope to fish lens' (3:42)
'It kind of feels like you have a whole filming studio in one small camera' (3:44)
'The night setting of gopro is absolutely **fantastic**, and you can **film in 4k**' (5:48)
'How long the **battery last** is also really important for me' (5:48)
'One **disadvantage** is the battery, sometimes after half an hour it starts to blink, even-tough a surf-session is often 1,5 hours, the recorded sound of Gopros also really used to be shit' (5:48)

Devotion

'Everytime they launch a new one, I buy it, even if the new features are not useful for me, I still one the newest one' (1:49)

EXPERIENCE
'When I'm surfing, in the past it would move a bit, but now it is so much better, its **very steady**' (2:57)
'I found out about the thought youtube, I saw in film movies guys filming themselves, and I thought, he I want that, and then you got all the commercials, they were the first, and I stepped in and bought one, have been with them ever since' (4:33)
'Once I did look at other options, Sony for instance also has good ones, but nothing in my opinion is like the gopro' (4:43)
'I didn't discover it through friends, its really through social media that I found out about it' (4:54)
'When I think of gopro, I think of **creating awesome shots**, the only **disadvantage** is that sometimes I'm too focussed on that that I forget to enjoy the surfing' (5:09)
'Its quite **addictive**, your constantly trying to make the best shot, changing the settings' (5:47)
'Im not a technician, so it needs to **work easy and quickly**, I love **user-friendly**, thats why I also buy the same phone, I **don't want to rediscover** it' (7:28)
'I **always feel adrenaline** when I think of gopro, I know I will have an **awesome day**' (8:17)
'Gopro is connected for me to outdoors and extreme sports' (8:35)
'the thing is that you can **relive awesome memories** in top quality, for instance from my holiday or surfing, sometimes I just sit behind my laptop and watch back some awesome shots' (9:35)
'Nicely edited movies just say way more than pictures, you can almost smell it' (11:35)
In the beginning, they had a curved lens, and than at the beginning of your session you would have a little drop on it, and then you surfed for 1,5 hour and when you look back the footage you don't see anything, that was really **frustrating**' (13:35)

ADDITIONAL NOTES

'There was a moment in my life that I was so focussed on filming stuff that I was just driving to the beach every day, and it took me a year to get the good shot. I was so focussed on getting the good shot that I forgot to enjoy the surfing, that realisation changed my whole perspective of it' (28:19)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic* Underlined Different 'meaning' groups: coloured:
Social Identity - Brand Impact - Brand customer prestige - Indirect/external brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Brand relationship - Self-identity

MEANING

'Once I did look at other options, Sony for instance also has good ones, but nothing in my opinion is like the gopro' (4:43)
'Its also when your surfing and people see your filming they start to wave to the camera, it also functions as a connector between people' (8:46)
'Also for others, its way more fun to watch a video of your holiday in comparison to pictures' (8:46)
'For me Gopro stands for the outdoor person who enjoys capturing nice moments, I identify with that, it is really a trigger for me for outdoor life' (15:18)
'Gopro does give me the feeling of a professional sporter, I kind of gives me the feeling I belong to that group' (16:18)

IMPORTANCE OF LEVELS

'When I see other users you do often have a chat and discuss how we could improve our shots, and if they know any other features you don't know' (16:20)
'I dont care at all if people see me with their products, but I cant really hide them as well, its either on the top of your head or on the front of my beard, so its quite obvious' (16:48)
'I believe in what Gopro stands for, I think they have created a fantastic product, however it is time for some good innovations, in comparison to the technological developments, they are quite late with adoptions, they innovations aren't surprising' (8:28)
'I do feel part of some movement, when they launched it I was so enthusiastic, I persuaded many people around me to buy one as well, they even said that I should start working for them, so in some sense I motivated other to move more as well' (20:07)
'I do think gopro motivates you to just do that little bit extra, just so you can get the awesome shot, even though you know it can be painful, at least you have it on camera than haha' (20:56)
'Gopro gives me **young** feeling, I think of nice videos, awesome trips etc. its a young brand, its not for oldies, and I want to identify with that' (26:46)

'the quality of the footage, the durability, the simplicity, the additional accessories and that it motivates me to go outside and to just make that extra walk in the evening with my daughter in the forrest are the reasons why I stick with gopro' (23:56)

CONSUMER

Participant 14
Male, 30 years old
Finnish
Graphic Designer

Product category

Cigaretts

What to achieve

'It helps me to relax and calm down, it is a small break' (1:30)

Devotion

'If there is a choice, I always choose Camel' (5:58)

Only Choice

Camel is the only choice for me when it comes to cigaretts

FUNCTIONAL

'How it smokes, is important, how it looks not so much' (1:10)
'Its way **stronger** than other brands, when I smoke a cigaret I want a kick' (3:50)
'I don't really care about how it looks' (1:15)

EXPERIENCE

'You can take a **break**, with a cigaret, or **celebrate** with a cigaret, there are a lot of **positive experience** with cigaret' (2:10)
I have built my own version of the brand, I don't know what they stand for, haven't really seen advertisement or anything, but for me I have this image of camel, that came about really early.....somehow its more **warm** and brings to mind these kind of earth tones and **old fashioned**' (5:21)
'It has this kind of **numbing**, if I'm very stressed it **calms me down**' (9:57)

ADDITIONAL NOTES

MEANING

'At some point I took a carton of camel to a country house of a friend of mine, and we kind of all started smoking there, so the brand is also kind of connected to that moment together with my friends, its somehow connected to that memory' (14: 0:55)

'I was into progressive rock, during high-school, and there was this band called Camel, so there is this stupid arbitrary connection..... it was a first kind of reason to buy it, after that it didn't really matter, I don't listen to their music anymore' (1:29)

'Somehow, its not the most common brand, not like Marlboro lights so it was kind of a different choice, thats kind of also how I am.' (3:41)

'Somehow I'm a camel smoking guy.' (4:20)

'Im not really a proud smoker, I rather hide it' (4:50)

'It kind of reminds me of highschool, we were a small group of friends smoking camel, fun times' (5:05)

'There was no pressure to smoke Camel, I think more I put pressure on others from our group to smoke it, haha' (5:21)

'I do think of old fashioned, it ties together with drinking whisky and those kind of old world habits' (7:21)

'If someone buys a cigaret, and they notice that you have camel, they are like oh your smoking camels to, thats interesting... I have the same when I notice others with camel' (8:15)

'In some sense it does help me to perform better, because it provides me the break to relax, after that I can continue better with work again.'

IMPORTANCE OF LEVELS

Its kind of something I started with on a young age, it always stated the same, I kind of rely on the camel cigaretts, to always be the same' (12:50)

LEGENDA:

Functional benefits: **Bold** Experienced emotions: *Italic* Underlined Different 'meaning' groups: coloured:
Social Identity - Brand Impact - Brand customer prestige - Indirect/external brand meaning - Brand intimacy - Brand familiarity - Brand relationship - Brand relationship - Self-identity

Appendix D: Questionnaire

Part 1: The Brand That Is the Only Choice for You?

Is there a brand in your life that you would consider to be the **only choice** for you?

A brand that, if you could not have it and had to settle for something else, you would be really disappointed. It's a brand that you probably buy time and time again, without even thinking about other choices.

We would like you to think of a brand that is the only choice for you, and what purpose it serves for you.

Some examples of brands and the purpose they fulfil:

Brand: Brand U

Purpose: it provides me the best possible tools to make pictures during my holiday.

Brand: Brand X

Purpose: It helps me to completely relax after a stressful day.

Brand: Brand Y

Purpose: It makes me feel part of a group of people, who share the same beliefs as I have.

Q1. Please fill in the statements below, following the above example. In the first blank space, we would ask you to fill in the name of the brand; in the second blank space, the goal or purpose for which it is the only choice. If there are multiple brands that you can think of, please add additional statements below.

	(Brand)	(Purpose)
1.	_____	_____
2.	_____	_____
3.	_____	_____

Q2: From the statements you constructed in the previous question, which brand really stands out? Please select that brand.

- Brand 1
- Brand 2
- Brand 3

Q3: Why? Please fill in anything that come to mind in the space below.

Q4. Please indicate the extent to which you agree on the statement below on a scale of 1 to 10, with 1 being I strongly disagree and 10 being strongly agree.

When It comes to purpose I described '(chosen brand)' does for me, there is no other brand I would consider.

(Strongly disagree) (Disagree) (Neutral) (Agree) (Strongly agree)

Part 2: Functional Benefits

Q5. You selected (chosen brand) because it is the only choice for a certain purpose. Considering **this purpose**, pick the most important **functional** benefits **you** want a product/service to provide regardless of the brand? Please select these benefits from the list below (multiple options are possible).

For example:

"When I want to make the best possible pictures, it is important for me that the pictures are of the highest **quality**, that the camera is easy to use, and so **simplifies** the task of taking pictures, or perhaps it **avoids hassle** because I do not need to constantly switch lenses because it has an adjustable lens(**adjustability**)."

Saves Time

- Reduces effort
- Avoids Hassles
- Reduces cost
- Quality
- Variety
- Sensory Appeal
- Informs
- Simplifies
- Makes money
- Reduces Risk
- Organizes
- Integrates
- Connects
- Other; please add: _____
- Other; please add: _____

Q6. In **your view**, how well does (chosen brand) provide these functional benefits? Please rate each functional benefit on a scale of 1 to 10, with 1 being not at all, and 10 being very well.

(not at all) 1 2 3 4 5 6 7 8 9 10 (very well)

(chosen functional benefit 1):

(chosen functional benefit 2):

(chosen functional benefit 3):

(chosen functional benefit 4):

(chosen functional benefit 5):

Q7: What is it that (chosen brand) does so well for you that you keep coming back?

Please fill in your response in in the space below:

Part 3: Brand Experience

Q8. What emotions do **you** experience when you think of (chosen brand) **as a whole**, considering all the experiences you have had with it? Please select the emotions you experience when thinking about (chosen brand) from the list below or add your own.

- Interest
- Irritation
- Distress
- Alertness
- Excitement
- Shame
- Upset
- Inspired
- Strong
- Nervous
- Guilty
- Determined
- Scared
- Attentive
- Hostile
- Jittery
- Enthusiastic
- Active
- Proud
- Afraid
- Other; please add: _____
- Other; please add: _____

Q9. Which of these selected emotions do you consider desirable, and which do you consider undesirable? Please slide the

emotions in the correct box, it does not matter in which order you stack them.

Q10. In the previous question you provided both desirable and undesirable emotions that you experienced with (chosen brand). How strongly did you experience each of these emotions? On a scale of 1 to 10, with 1 being not at all, and 10 being to a great extent.

(not at all) 1 2 3 4 5 6 7 8 9 10 (to a great extent)

(Chosen undesirable emotion 1):

(Chosen undesirable emotion 2):

(Chosen undesirable emotion 3):

(Chosen desirable emotion 1):

(Chosen desirable emotion 2):

(Chosen desirable emotion 3):

Q11. Why is it important that the (chosen brand) makes you feel the way you do?

Please fill in your response in the space below.

Q12. Overall, if you would consider all the emotions that are evoked during your experiences with (chosen brand) how positive would you rate the overall brand experience? Please indicate the level of your overall experience on a scale from 1 to 10, with 1 being very negative and 10 being very positive.

My overall brand experience is:

(Very negative) 1. 2. 3. 4. 5. 6. 7. 8. 9 10 (very positive)

Part 4: Brand Meaning

Q13: Below, you will find a range of statements that pertain to how you as a person relate to the brand that you chose. Please rate each statement on a scale from 1 to 10, with 1 being 'strongly disagree' and 10 being strongly agree'.

- 1 I recognize myself in (chosen brand)
- 2 (chosen brand) makes me feel part of a certain group.
- 3 I identify myself with other users of (chosen brand).
- 4 I believe in what (chosen brand) stands for.
- 5 I value that (chosen brand) has a good reputation.
- 6 Supporting (chosen brand) makes me feel part of a movement that wants to achieve something of significance.
- 7 By supporting (chosen brand) I believe I am part of something that not only affects me but also others.
- 8 (chosen brand) helps me obtain my desires.
- 9 (chosen brand) helps me achieve positive outcome (success and prestige) in my life.
- 10 (chosen brand) helps me achieve my ideals and dreams.
- 11 (chosen brand) enhances my performance.
- 12 (chosen brand) reminds me of one or more pleasurable events.
- 13 (chosen brand) reminds me of my hobby, and in doing so, positively stimulates me.
- 14 (chosen brand) reminds me of a person who is dear to me.
- 15 It is important to me where (chosen brand) comes from.
- 16 (chosen brand) was recommended by someone whose opinion I value.
- 17 (chosen brand) has built trust in me.
- 18 (chosen brand) feels so familiar to me that I do not want to exchange it for another brand.
- 19 I use (chosen brand) for a wide range of different usage situations/occasions.
- 20 I use (chosen brand) on a daily basis.
- 21 I take (chosen brand) with me everywhere I go.
- 22 I am more than willing to make certain trade-offs for (chosen brand).
- 23 (chosen brand) helps me solve certain dilemmas in my life.
- 24 I have invested sufficient time and/or resources in (chosen brand) that I feel reluctant to switch to another brand.
- 25 If I do not use (chosen brand) for an extended period of time, it feels like something is missing from my life.

- 26 The (chosen brand) reminds me of the past and has nostalgic value for me.
- 27 The (chosen brand) reminds me of where I come from and who I am.
- 28 (chosen brand) makes me feel wanted, respected, listened to, and cared for.

- 29 I believe I can depend on (chosen brand).

30 I believe (chosen brand) is reliable.

31 I believe (chosen brand) is predictable.

32 I have trust that (chosen brand) will deliver what I desire.

33 I have comfort in (chosen brand)'s accountability for its actions.

34 I see the products of (chosen brand) as an extension of myself

35 I use products from (chosen brand) to express myself

36 I want others to see me with products from (chosen brand)

Q14: Is there something about (chosen brand) that is really important for you that you feel you not expressed yet? Please indicate in the space provided below.

Q15: What premium price would you be willing to pay for the experience, product and service of (chosen brand)? Please provide the number in the space provided below.

Q16: How likely is it that you would recommend this brand to a friend or a colleague?

(not likely at all) 1 2 3 4 5 6 7 8 9 10 (very likely)

Q17: Up until now, the questionnaire has focused on your chosen brand, the one that is your only choice. You indicated (1) the functional benefits the brand provides to you, (2) your overall experience of the brand and the emotions you feel in relation to it, and (3) how you as a person relate to the (chosen brand). Which of these three – the functional benefits, the overall experience, and you as a person in relation to the brand – have the greatest impact on making the brand the only choice for you? Please rank them below, so that the one you choose first is the most important to you.

Please drag and drop in the appropriate order, ranging from least important to most important.

Functional benefits

Brand Experience

How you as a person relate to (chosen brand)

Almost there! We would just need some last demographic information;

Q19: Gender: ____

Q20: Nationality: ____

Q21: Age: ____

Q22: Highest level of education: ____

Q23: Income: ____

Thank you for sharing your view!

Appendix E: SPSS analyses

Functional level

-most mentioned functional benefits?
Frequency analyses

		Statistics												
		X:Saves time (1)	X:Reduces effort(2)	X:Avoid hassles(3)	X:Quality(4)	X:Variety(5)	X:Sensory appeal(6)	X:Informs(7)	X:Simplifies(8)	X:Makes money(9)	X:Reduces risk(10)	X:Organizes (11)	X:Integrates (12)	X:Connects (13)
N	Valid	201	201	201	201	201	201	201	201	201	201	201	201	201
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		,40	,33	,25	,90	,45	,39	,11	,34	,11	,16	,13	,08	,29
Std. Deviation		,491	,473	,436	,300	,499	,490	,319	,474	,313	,371	,342	,279	,457
Variance		,241	,223	,190	,090	,249	,240	,102	,225	,098	,138	,117	,078	,208
Skewness		,420	,712	1,140	-2,696	,191	,441	2,441	,889	2,521	1,827	2,161	3,008	,914
Std. Error of Skewness		,172	,172	,172	,172	,172	,172	,172	,172	,172	,172	,172	,172	,172
Kurtosis		-1,842	-1,508	-,707	5,322	-1,983	-1,823	3,997	-1,541	4,398	1,350	2,696	7,122	-1,177
Std. Error of Kurtosis		,341	,341	,341	,341	,341	,341	,341	,341	,341	,341	,341	,341	,341
Sum		80	67	51	181	91	79	23	68	22	33	27	17	59

-Average score for each functional benefit?

Due to the fact that each participant only rated certain values, and not all, the average calculator of SPSS did not work. Therefore, the average of each functional benefit was first calculated in excel.

Saves time(1)	Reduces effort(2)	Avoid hassles(3)	Quality(4)	Variety(5)	Sensory appeal(6)	Informs(7)	Simplifies(8)	Makes money(9)	Reduces risk(10)	Organizes(11)	Integrates(12)	Connects(13)
80,8	85,2	87,4	90,9	86,1	91,2	85,4	88,9	82,8	89,7	86,6	90,1	88,2

-total average score?

Due to the fact that each participant only rated certain values, and not all, the average calculator of SPSS did not work. Therefore, the average of each participant was first calculated in excel, and this data was then imported in SPSS.

Descriptive Statistics											
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis				
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
Avg perf	201	33,33333333	100,0000000	87,33236236	12,32014365	-1,322	,172	1,941	,341		
Valid N (listwise)	201										

Descriptive statistics were used

Is there a difference:
-between markets?

ANOVA					
Avg perf	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3215,628	28	114,844	,728	,838
Within Groups	27141,560	172	157,800		
Total	30357,188	200			

Anova, there does not seem to be a significant difference between groups

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Brand performance	Between Groups	19491,847	129	151,100	,987	,532
	Within Groups	10865,341	71	153,033		
	Total	30357,188	200			
Brand experience	Between Groups	157,683	129	1,222	,951	,602
	Within Groups	91,243	71	1,285		
	Total	248,925	200			
Brandmeaningavg	Between Groups	286,293	129	2,219	1,166	,240
	Within Groups	135,147	71	1,903		
	Total	421,440	200			

Between brands?

Anova, no correlation

Correlations

		Avg perf	Age
Avg perf	Pearson Correlation	1	,272**
	Sig. (2-tailed)		,000
	N	201	201
Age	Pearson Correlation	,272**	1
	Sig. (2-tailed)	,000	
	N	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

Between Age?

Pearson Correlation analyses, significant correlation, average affect.

Group Statistics

		Gender:	N	Mean	Std. Deviation	Std. Error Mean
Avg perf	Male		51	84,69398962	11,93279224	1,670925132
	Female		148	88,13566237	12,40408697	1,019609668

Between gender?

Independent t-test, no significance, gender does not influence performance rating.

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Avg perf	Equal variances assumed	,056	,813	-1,725	197	,086	-3,44167275	1,994929281	-7,37583096	,4924854579
	Equal variances not assumed			-1,758	89,927	,082	-3,44167275	1,957445956	-7,33052398	,4471784735

Correlations

			Avg perf	Edu.
Spearman's rho	Avg perf	Correlation Coefficient	1,000	,097
		Sig. (2-tailed)	.	,173
		N	201	201
	Edu.	Correlation Coefficient	,097	1,000
		Sig. (2-tailed)	,173	.
		N	201	201

Between educational level?

Spearman correlation analyses, no significant correlation

Correlations

			Avg perf	Income
Spearman's rho	Avg perf	Correlation Coefficient	1,000	,092
		Sig. (2-tailed)	.	,214
		N	201	184
	Income	Correlation Coefficient	,092	1,000
		Sig. (2-tailed)	,214	.
		N	184	184

Between household income?

Spearman correlation analyses, no significant correlation

Correlations

			Avg perf	NPS score
Spearman's rho	Avg perf	Correlation Coefficient	1,000	,479**
		Sig. (2-tailed)	.	,000
		N	201	201
	NPS score	Correlation Coefficient	,479**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** Correlation is significant at the 0.01 level (2-tailed).

Average performance correlated to NPS?

Spearman Correlation analyses, significant positive correlation, moderate - strong effect

Average performance Positively correlated to only choice index?

Correlations

			Avg perf	Brand love
Spearman's rho	Avg perf	Correlation Coefficient	1,000	,373**
		Sig. (2-tailed)	.	,000
		N	201	201
	Brand love	Correlation Coefficient	,373**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation analyses, significant positive correlation, average-strong effect

Average performance Positively correlated to Brand experience?

Spearman correlation analyses, significantly positive correlation, strong effect

Correlations

			Avg perf	Brand ex
Spearman's rho	Avg perf	Correlation Coefficient	1,000	,580**
		Sig. (2-tailed)	.	,000
		N	201	201
	Brand ex	Correlation Coefficient	,580**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** Correlation is significant at the 0.01 level (2-tailed).

Average performance to willingness to pay more?

No correlation

Correlations

			pay X extra	Avg perf
Spearman's rho	pay X extra	Correlation Coefficient	1,000	,028
		Sig. (2-tailed)	.	,696
		N	198	198
	Avg perf	Correlation Coefficient	,028	1,000
		Sig. (2-tailed)	,696	.
		N	198	201

Correlation between brand performance and meaning average? Yes significant moderate correlation

Correlations

			Brand performance	Brandmeanin gavg
Spearman's rho	Brand performance	Correlation Coefficient	1,000	,410**
		Sig. (2-tailed)	.	,000
		N	201	201
	Brandmeaningavg	Correlation Coefficient	,410**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

			Avg. Emo	Age
Spearman's rho	Avg. Emo	Correlation Coefficient	1,000	,062
		Sig. (2-tailed)	.	,379
		N	201	201
Age	Avg. Emo	Correlation Coefficient	,062	1,000
		Sig. (2-tailed)	,379	.
		N	201	201

Between educational level?

Spearman's correlations analyses, There is no significance between scoring and educational level

Correlations

			Avg. Emo	Edu.
Spearman's rho	Avg. Emo	Correlation Coefficient	1,000	-,014
		Sig. (2-tailed)	.	,842
		N	201	201
Edu.	Avg. Emo	Correlation Coefficient	-,014	1,000
		Sig. (2-tailed)	,842	.
		N	201	201

Between household income?

Spearman's correlations analyses, There is no significance between scoring and income level

Correlations

			Avg. Emo	Income
Spearman's rho	Avg. Emo	Correlation Coefficient	1,000	,084
		Sig. (2-tailed)	.	,257
		N	201	184
Income	Avg. Emo	Correlation Coefficient	,084	1,000
		Sig. (2-tailed)	,257	.
		N	184	184

What is the average brand experience?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Brand ex	201	4	10	9,22	1,116	-1,762	,172	3,957	,341
Valid N (listwise)	201								

overall brand experience Positive correlated to NPS?

Spearman's rho, there is a high significance and strong effect on NPS

Correlations

			Brand ex	NPS score
Spearman's rho	Brand ex	Correlation Coefficient	1,000	,772**
		Sig. (2-tailed)	.	,000
		N	201	201
NPS score	Brand ex	Correlation Coefficient	,772**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

overall brand experience positively correlated to 'I would not consider any other option' question?

Spearman's rho, there is a high significance and a moderate to strong effect on brand love

Correlations

			Brand ex	Brand love
Spearman's rho	Brand ex	Correlation Coefficient	1,000	,433**
		Sig. (2-tailed)	.	,000
		N	201	201
Brand love	Brand ex	Correlation Coefficient	,433**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

Strength of emotions Positively correlated to Brand experience?

Spearman's rho, there is a significant positive correlation between strength of emotions and brand experience.

Correlations

			Brand ex	Avg. Emo
Spearman's rho	Brand ex	Correlation Coefficient	1,000	,671**
		Sig. (2-tailed)	.	,000
		N	201	201
Avg. Emo	Brand ex	Correlation Coefficient	,671**	1,000
		Sig. (2-tailed)	,000	.
		N	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

Brand experience correlation with willingness to pay extra/brand love?

Correlations

			NPS score	pay X extra	Brand ex	Brand love
Spearman's rho	NPS score	Correlation Coefficient	1,000	,063	,772**	,410**
		Sig. (2-tailed)	.	,376	,000	,000
		N	201	198	201	201
pay X extra	NPS score	Correlation Coefficient	,063	1,000	-,035	,008
		Sig. (2-tailed)	,376	.	,629	,916
		N	198	198	198	198
Brand ex	NPS score	Correlation Coefficient	,772**	-,035	1,000	,433**
		Sig. (2-tailed)	,000	,629	.	,000
		N	201	198	201	201
Brand love	NPS score	Correlation Coefficient	,410**	,008	,433**	1,000
		Sig. (2-tailed)	,000	,916	,000	.
		N	201	198	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman's rho, there is no significance

Correlations

			Brand ex	pay X extra
Spearman's rho	Brand ex	Correlation Coefficient	1,000	-,035
		Sig. (2-tailed)	.	,629
		N	201	198
pay X extra	Brand ex	Correlation Coefficient	-,035	1,000
		Sig. (2-tailed)	,629	.
		N	198	198

Is there a correlation between score of brand experience and ranking of importance of levels? Do the different categories influence the brand experience?

ANOVA

Brand ex	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38,539	28	1,376	1,125	,315
Within Groups	210,386	172	1,223		
Total	248,925	200			

Appendix G: SPSS analyses

Meaning level

-Average score for each identified meaning group?

Descriptive statistics:

		Statistics							
		avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	Avg. B. Int.	Avg. BR	avg. Self id.	Tot Avg
N	Valid	201	201	201	201	201	201	201	201
	Missing	0	0	0	0	0	0	0	0
Mean		7,974129353	7,527	7,7139	7,136318408	7,566453447	8,155058043	7,096517413	7,703746150
Std. Deviation		1,632583034	2,1297	1,98878	2,009856805	1,583033649	1,337650556	2,116704469	1,451619867
Variance		2,665	4,535	3,955	4,040	2,506	1,789	4,480	2,107
Skewness		-,903	-1,045	-1,008	-,936	-,709	-,795	-,829	-,737
Std. Error of Skewness		,172	,172	,172	,172	,172	,172	,172	,172
Kurtosis		,784	1,100	,857	,942	,263	,252	,379	,337
Std. Error of Kurtosis		,341	,341	,341	,341	,341	,341	,341	,341
Sum		1602,800000	1513,0	1550,50	1434,400000	1520,857143	1639,166667	1426,400000	1548,452976

Is there a difference:
between markets?

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
avg. Soc I.	Between Groups	90,245	28	3,223	1,252	,193
	Within Groups	442,821	172	2,575		
	Total	533,065	200			
avg. B. Imp	Between Groups	192,939	28	6,891	1,660	,027
	Within Groups	714,161	172	4,152		
	Total	907,100	200			
avg. BCP	Between Groups	155,868	28	5,567	1,507	,060
	Within Groups	635,183	172	3,693		
	Total	791,051	200			
avg. Ind. B.	Between Groups	153,188	28	5,471	1,437	,084
	Within Groups	654,717	172	3,806		
	Total	807,905	200			
avg. B. Fam.	Between Groups	115,982	28	4,142	1,741	,017
	Within Groups	409,199	172	2,379		
	Total	525,182	200			
Avg. B. Int.	Between Groups	98,139	28	3,505	1,496	,063
	Within Groups	403,061	172	2,343		
	Total	501,199	200			
Avg. BR	Between Groups	48,080	28	1,717	,953	,538
	Within Groups	309,782	172	1,801		
	Total	357,862	200			
avg. Self id.	Between Groups	146,317	28	5,226	1,199	,239
	Within Groups	749,771	172	4,359		
	Total	896,088	200			

Between brands?

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Avg. B. Int.	Between Groups	348,215	129	2,699	1,253	,149
	Within Groups	152,984	71	2,155		
	Total	501,199	200			
avg. Self id.	Between Groups	590,669	129	4,579	1,064	,391
	Within Groups	305,418	71	4,302		
	Total	896,088	200			
avg. B. Fam.	Between Groups	326,529	129	2,531	,905	,692
	Within Groups	198,653	71	2,798		
	Total	525,182	200			
Avg. BR	Between Groups	216,549	129	1,679	,843	,799
	Within Groups	141,313	71	1,990		
	Total	357,862	200			
avg. Ind. B.	Between Groups	526,325	129	4,080	1,029	,454
	Within Groups	281,580	71	3,966		
	Total	807,905	200			
avg. Soc I.	Between Groups	337,766	129	2,618	,952	,601
	Within Groups	195,299	71	2,751		
	Total	533,065	200			
avg. B. Imp	Between Groups	647,874	129	5,022	1,376	,070
	Within Groups	259,225	71	3,651		
	Total	907,100	200			
avg. BCP	Between Groups	566,096	129	4,388	1,385	,066
	Within Groups	224,955	71	3,168		
	Total	791,051	200			

Between Age?

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
avg. Soc I.	Between Groups	160,849	54	2,979	1,168	,232
	Within Groups	372,217	146	2,549		
	Total	533,065	200			
avg. B. Imp	Between Groups	295,439	54	5,471	1,306	,108
	Within Groups	611,661	146	4,189		
	Total	907,100	200			
avg. BCP	Between Groups	282,004	54	5,222	1,498	,030
	Within Groups	509,047	146	3,487		
	Total	791,051	200			
avg. Ind. B.	Between Groups	273,589	54	5,066	1,384	,066
	Within Groups	534,315	146	3,660		
	Total	807,905	200			
avg. B. Fam.	Between Groups	167,712	54	3,106	1,268	,134
	Within Groups	357,470	146	2,448		
	Total	525,182	200			
Avg. B. Int.	Between Groups	120,224	54	2,226	,853	,745
	Within Groups	380,975	146	2,609		
	Total	501,199	200			
Avg. BR	Between Groups	112,874	54	2,090	1,246	,153
	Within Groups	244,988	146	1,678		
	Total	357,862	200			
avg. Self id.	Between Groups	293,291	54	5,431	1,315	,102
	Within Groups	602,797	146	4,129		
	Total	896,088	200			

Between gender?

One way Anova, there is a significance of gender on Self-identity and indirect brand meaning.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
avg. Self id.	Between Groups	33,444	2	16,722	3,838	,023
	Within Groups	862,643	198	4,357		
	Total	896,088	200			
Avg. BR	Between Groups	1,107	2	,553	,307	,736
	Within Groups	356,755	198	1,802		
	Total	357,862	200			
Avg. B. Int.	Between Groups	2,272	2	1,136	,451	,638
	Within Groups	498,927	198	2,520		
	Total	501,199	200			
avg. B. Fam.	Between Groups	5,640	2	2,820	1,075	,343
	Within Groups	519,541	198	2,624		
	Total	525,182	200			
avg. Ind. B.	Between Groups	31,429	2	15,715	4,007	,020
	Within Groups	776,475	198	3,922		
	Total	807,905	200			
avg. BCP	Between Groups	12,310	2	6,155	1,565	,212
	Within Groups	778,741	198	3,933		
	Total	791,051	200			
avg. B. Imp	Between Groups	5,149	2	2,574	,565	,569
	Within Groups	901,951	198	4,555		
	Total	907,100	200			
avg. Soc I.	Between Groups	,826	2	,413	,154	,858
	Within Groups	532,240	198	2,688		
	Total	533,065	200			

Multiple Comparisons

Dependent Variable	(I) Gender	(J) Gender	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval			
						Lower Bound	Upper Bound		
Avg. B. Int.	Tukey HSD	Male	Female	1656257097	2577487788	.797	-4430541415	7742928344	
		Female	Male	9117647059	1144257777	.705	-179037066	3613900073	
		Female	Male	-165625710	2577487788	.797	-774292834	4430541415	
		3	Female	7461389961	1130019136	.787	-182237218	3414650177	
		3	Male	-911764706	1144257777	.705	-361390007	1790370661	
		3	Female	-746138996	1130019136	.787	-341465018	1822372185	
	LSD	Male	Female	1656257097	2577487788	.521	-342659387	6739108065	
		3	Female	9117647059	1144257777	.427	-134473163	3168261041	
		Female	Male	-165625710	2577487788	.521	-673910806	3426593870	
		3	Female	7461389961	1130019136	.510	-148227849	2974556482	
		3	Male	-911764706	1144257777	.427	-316826104	1344731629	
		3	Female	-746138996	1130019136	.510	-297455648	1482278490	
	avg. Self id.	Tukey HSD	Male	Female	842527822	3389172032	.036	8421835468	1642872097
			3	Female	2441176471	1504599351	.239	-111189627	5994249216
			Female	Male	-842527822	3389172032	.036	-164287210	-042183547
			3	Female	1598848649	1485976778	.530	-191021122	5107508517
			3	Male	-244117647	1504599351	.239	-599424922	1111896274
			3	Female	-159884865	1485976778	.530	-510750852	1910211220
LSD		Male	Female	842527822	3389172032	.014	1741771738	1510878470	
		3	Female	2441176471	1504599351	.106	-525919748	5488272689	
		Female	Male	-842527822	3389172032	.014	-151087848	-1741771714	
		3	Female	1598848649	1485976778	.283	-139126393	4328238205	
		3	Male	-244117647	1504599351	.106	-548827269	5259197477	
		3	Female	-159884865	1485976778	.283	-432823821	139126327	
avg. B. Fam.		Tukey HSD	Male	Female	-1498	2630	.837	-771	471
			3	Female	-16667	11677	.329	-4424	1091
			Female	Male	-1498	2630	.837	-471	771
			3	Female	-15169	11531	.388	-4240	1206
			3	Male	16667	11677	.329	-1091	4424
			3	Female	15169	11531	.388	-1206	4240
	LSD	Male	Female	-1498	2630	.570	-.668	369	
		3	Female	-16667	11677	.155	-3969	636	
		Female	Male	-1498	2630	.570	-369	668	
		3	Female	-15169	11531	.190	-3791	757	
		3	Male	16667	11677	.155	-636	3969	
		3	Female	15169	11531	.190	-757	3791	
	Avg. BR	Tukey HSD	Male	Female	-011945769	2179530864	.998	-526638388	502744844
			3	Female	7369281046	9675875684	.727	-1548809510	30218613929
			Female	Male	0119457693	2179530864	.998	-502744849	526638380
			3	Female	7488738739	9555473337	.713	-150762663	3005374373
			3	Male	-736928105	9675875684	.727	-302186131	1548805100
			3	Female	-748873874	9555473337	.713	-300537437	1507626625
LSD		Male	Female	-011945769	2179530864	.956	-441753065	4178615265	
		3	Female	7369281046	9675875684	.447	-117117149	2645022701	
		Female	Male	0119457693	2179530864	.956	-417861527	4417530651	
		3	Female	7488738739	9555473337	.434	-113548217	2633229917	
		3	Male	-736928105	9675875684	.447	-264502270	1171171492	
		3	Female	-748873874	9555473337	.434	-263322992	1135482169	
avg. Ind. B.		Tukey HSD	Male	Female	6325914149	3215450624	.123	-128728966	1391911826
			3	Female	3335294118	1427476941	.053	-935656034	6706244269
			Female	Male	-632591415	3215450624	.123	-139191183	1287289657
			3	Female	2702702703	1409714045	.136	-626300826	6031706231
			3	Male	-333529412	1427476941	.053	-670624427	9356560339
			3	Female	-270270270	1409714045	.136	-603170623	6263008256
	LSD	Male	Female	6325914149	3215450624	.051	-901501068	1386638888	
		3	Female	3335294118	1427476941	.020	-520284415	6150303594	
		Female	Male	-632591415	3215450624	.051	-138663889	9015010679	
		3	Female	2702702703	1409714045	.057	-677278032	5482684337	
		3	Male	-333529412	1427476941	.020	-615030359	-5202844641	
		3	Female	-270270270	1409714045	.057	-548268434	6772780318	
	avg. Soc I.	Tukey HSD	Male	Female	1380233174	2662144870	.862	-490635360	7666819948
			3	Female	-125490196	1181840700	.994	-291637667	2665396278
			Female	Male	-138023317	2662144870	.862	-766681995	4906353599
			3	Female	-263513514	1167134393	.972	-301967142	2492644395
			3	Male	1254901961	1181840700	.994	-266539628	2916376670
			3	Female	2635135135	1167134393	.972	-249264440	3019671422
LSD		Male	Female	1380233174	2662144870	.605	-386956304	6630029387	
		3	Female	-125490196	1181840700	.916	-245610071	2205120320	
		Female	Male	-138023317	2662144870	.605	-663002939	3869563039	
		3	Female	-263513514	1167134393	.822	-256512294	2038095909	
		3	Male	1254901961	1181840700	.916	-220512032	2456100712	
		3	Female	2635135135	1167134393	.822	-203809591	2565122936	
avg. B. Imp		Tukey HSD	Male	Female	3218	3466	.823	-.497	1140
			3	Female	10245	15385	.794	-2609	4658
			Female	Male	-3218	3466	.823	-1140	497
			3	Female	-7027	15194	.889	-2885	4291
			3	Male	-10245	15385	.794	-4658	2609
			3	Female	-7027	15194	.889	-4291	2885
	LSD	Male	Female	3218	3466	.354	-.382	1005	
		3	Female	10245	15385	.506	-2009	4058	
		Female	Male	-3218	3466	.354	-1005	382	
		3	Female	-7027	15194	.644	-2293	3699	
		3	Male	-10245	15385	.506	-4058	2009	
		3	Female	-7027	15194	.644	-3699	2293	
	avg. BCP	Tukey HSD	Male	Female	03498	32201	.994	-.7255	7954
			3	Female	251471	142956	.186	-.8612	58906
			Female	Male	-03498	32201	.994	-.7954	7255
			3	Female	247973	141177	.187	-.8541	58136
			3	Male	-251471	142956	.186	-58906	8612
			3	Female	-247973	141177	.187	-58136	8541
LSD		Male	Female	03498	32201	.914	-.6000	8700	
		3	Female	251471	142956	.080	-.3044	53338	
		Female	Male	-03498	32201	.914	-.8700	6000	
		3	Female	247973	141177	.081	-.3043	52638	
		3	Male	-251471	142956	.080	-53338	3044	
		3	Female	-247973	141177	.081	-52638	3043	

*. The mean difference is significant at the 0.05 level.

Independent t test Male score on average almost 1 point higher on Social identity

Group Statistics

Gender:	N	Mean	Std. Deviation	Std. Error Mean
avg. Self id. Male	51	7,741176471	1,589613346	,2225903909
Female	148	6,898648649	2,224599222	,1828609296

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
avg. Self id.	Equal variances assumed	6,683	,010	2,492	197	,014	,8425278219	,3380348449	,1758963916	1,509159252
	Equal variances not assumed			2,925	121,447	,004	,8425278219	,2880704805	,2722375271	1,412818117

After running a independent t-test it became apparent that gender does not significantly influence Indirect Brand meaning

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
avg. Ind. B.	Equal variances assumed	2,409	,122	1,984	197	,049	,6325914149	,3188495373	,0037949276	1,261387902
	Equal variances not assumed			2,283	115,950	,024	,6325914149	,2770999010	,0837576669	1,181425163

Between educational level?

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
avg. Soc I.	Between Groups	9,912	7	1,416	,522	,817
	Within Groups	523,153	193	2,711		
	Total	533,065	200			
avg. B. Imp	Between Groups	31,550	7	4,507	,994	,437
	Within Groups	875,549	193	4,537		
	Total	907,100	200			
avg. BCP	Between Groups	20,904	7	2,986	,748	,631
	Within Groups	770,147	193	3,990		
	Total	791,051	200			
avg. Ind. B.	Between Groups	21,009	7	3,001	,736	,642
	Within Groups	786,896	193	4,077		
	Total	807,905	200			
avg. B. Fam.	Between Groups	28,997	7	4,142	1,611	,134
	Within Groups	496,185	193	2,571		
	Total	525,182	200			
Avg. B. Int.	Between Groups	22,617	7	3,231	1,303	,251
	Within Groups	478,582	193	2,480		
	Total	501,199	200			
Avg. BR	Between Groups	10,445	7	1,492	,829	,564
	Within Groups	347,417	193	1,800		
	Total	357,862	200			
avg. Self id.	Between Groups	11,665	7	1,666	,364	,922
	Within Groups	884,423	193	4,583		
	Total	896,088	200			

Between household income?

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
avg. Soc I.	Between Groups	19,850	11	1,805	,698	,740
	Within Groups	444,941	172	2,587		
	Total	464,791	183			
avg. B. Imp	Between Groups	54,276	11	4,934	1,180	,304
	Within Groups	718,963	172	4,180		
	Total	773,239	183			
avg. BCP	Between Groups	40,399	11	3,673	,908	,534
	Within Groups	695,511	172	4,044		
	Total	735,910	183			
avg. Ind. B.	Between Groups	31,230	11	2,839	,765	,674
	Within Groups	638,123	172	3,710		
	Total	669,353	183			
avg. B. Fam.	Between Groups	23,584	11	2,144	,828	,612
	Within Groups	445,132	172	2,588		
	Total	468,716	183			
Avg. B. Int.	Between Groups	15,591	11	1,417	,539	,875
	Within Groups	452,689	172	2,632		
	Total	468,280	183			
Avg. BR	Between Groups	13,996	11	1,272	,701	,737
	Within Groups	312,351	172	1,816		
	Total	326,347	183			
avg. Self id.	Between Groups	23,965	11	2,179	,497	,904
	Within Groups	754,545	172	4,387		
	Total	778,509	183			

Is there a correlation between score of meaning groups and strength of emotions?

Spearman correlation analyses

Moderate to Strong significant correlation with all meaning groups

Correlations

		Avg. Emo	avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	avg. B. Fam.	Avg. B. Int.	Avg. BR	avg. Self id.
Spearman's rho	Correlation Coefficient	1,000	,627**	,559**	,513**	,426**	,623**	,386**	,582**	,462**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
avg. Soc I.	Correlation Coefficient	,627**	1,000	,742**	,605**	,644**	,610**	,551**	,671**	,649**
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
avg. B. Imp	Correlation Coefficient	,559**	,742**	1,000	,645**	,602**	,466**	,502**	,596**	,659**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
avg. BCP	Correlation Coefficient	,513**	,605**	,645**	1,000	,618**	,556**	,574**	,686**	,577**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
avg. Ind. B.	Correlation Coefficient	,426**	,644**	,602**	,618**	1,000	,434**	,617**	,593**	,755**
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
avg. B. Fam.	Correlation Coefficient	,623**	,610**	,466**	,556**	,434**	1,000	,475**	,675**	,371**
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,000	,000	,000
	N	201	201	201	201	201	201	201	201	201
Avg. B. Int.	Correlation Coefficient	,386**	,551**	,502**	,574**	,617**	,475**	1,000	,590**	,665**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000	,000
	N	201	201	201	201	201	201	201	201	201
Avg. BR	Correlation Coefficient	,582**	,671**	,596**	,686**	,593**	,675**	,590**	1,000	,643**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000		,000
	N	201	201	201	201	201	201	201	201	201
avg. Self id.	Correlation Coefficient	,462**	,649**	,659**	,577**	,755**	,371**	,665**	,643**	1,000
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	
	N	201	201	201	201	201	201	201	201	201

** Correlation is significant at the 0.01 level (2-tailed).

Is there a correlation between score of meaning groups and brand experience?

Correlations

Spearman's rho	avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	avg. B. Fam.	Avg. B. Int.	Avg. BR	avg. Self id.	Brand ex	
Correlation Coefficient	1,000	,742**	,605**	,644**	,610**	,551**	,671**	,649**	,543**	
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Imp	Correlation Coefficient	,742**	1,000	,645**	,602**	,466**	,502**	,596**	,659**	,424**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. BCP	Correlation Coefficient	,605**	,645**	1,000	,618**	,556**	,574**	,686**	,577**	,480**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Ind. B.	Correlation Coefficient	,644**	,602**	,618**	1,000	,434**	,617**	,593**	,755**	,307**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Fam.	Correlation Coefficient	,610**	,466**	,556**	,434**	1,000	,475**	,675**	,371**	,652**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. B. Int.	Correlation Coefficient	,551**	,502**	,574**	,617**	,475**	1,000	,590**	,665**	,353**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. BR	Correlation Coefficient	,671**	,596**	,686**	,593**	,675**	,590**	1,000	,643**	,583**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Self id.	Correlation Coefficient	,649**	,659**	,577**	,755**	,371**	,665**	,643**	1,000	,345**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Brand ex	Correlation Coefficient	,543**	,424**	,480**	,307**	,652**	,353**	,583**	,345**	1,000
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	

** Correlation is significant at the 0.01 level (2-tailed).

Is there a correlation between score of meaning groups and performance of functional benefits?
Spearman's rho correlation analyses

Correlations

Spearman's rho	avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	avg. B. Fam.	Avg. B. Int.	Avg. BR	avg. Self id.	Avg perf	
Correlation Coefficient	1,000	,742**	,605**	,644**	,610**	,551**	,671**	,649**	,441**	
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Imp	Correlation Coefficient	,742**	1,000	,645**	,602**	,466**	,502**	,596**	,659**	,332**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. BCP	Correlation Coefficient	,605**	,645**	1,000	,618**	,556**	,574**	,686**	,577**	,357**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Ind. B.	Correlation Coefficient	,644**	,602**	,618**	1,000	,434**	,617**	,593**	,755**	,230**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Fam.	Correlation Coefficient	,610**	,466**	,556**	,434**	1,000	,475**	,675**	,371**	,531**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. B. Int.	Correlation Coefficient	,551**	,502**	,574**	,617**	,475**	1,000	,590**	,665**	,267**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. BR	Correlation Coefficient	,671**	,596**	,686**	,593**	,675**	,590**	1,000	,643**	,493**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Self id.	Correlation Coefficient	,649**	,659**	,577**	,755**	,371**	,665**	,643**	1,000	,243**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg perf	Correlation Coefficient	,441**	,332**	,357**	,230**	,531**	,267**	,493**	,243**	1,000
Sig. (2-tailed)		,000	,000	,000	,001	,000	,000	,000	,001	
N	201	201	201	201	201	201	201	201	201	

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

Spearman's rho	avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	avg. B. Fam.	Avg. B. Int.	Avg. BR	avg. Self id.	NPS score	
Correlation Coefficient	1,000	,742**	,605**	,644**	,610**	,551**	,671**	,649**	,492**	
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Imp	Correlation Coefficient	,742**	1,000	,645**	,602**	,466**	,502**	,596**	,659**	,393**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. BCP	Correlation Coefficient	,605**	,645**	1,000	,618**	,556**	,574**	,686**	,577**	,431**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Ind. B.	Correlation Coefficient	,644**	,602**	,618**	1,000	,434**	,617**	,593**	,755**	,319**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. B. Fam.	Correlation Coefficient	,610**	,466**	,556**	,434**	1,000	,475**	,675**	,371**	,604**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. B. Int.	Correlation Coefficient	,551**	,502**	,574**	,617**	,475**	1,000	,590**	,665**	,361**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
Avg. BR	Correlation Coefficient	,671**	,596**	,686**	,593**	,675**	,590**	1,000	,643**	,568**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
avg. Self id.	Correlation Coefficient	,649**	,659**	,577**	,755**	,371**	,665**	,643**	1,000	,331**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	
NPS score	Correlation Coefficient	,492**	,393**	,431**	,319**	,604**	,361**	,568**	,331**	1,000
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	
N	201	201	201	201	201	201	201	201	201	

** Correlation is significant at the 0.01 level (2-tailed).

Is there a correlation between the average score of meaning groups and NPS

Is there a correlation between score of meaning groups and willingness to pay more?

Correlations

Spearman's rho	avg. Soc I.	avg. B. Imp	avg. BCP	avg. Ind. B.	avg. B. Fam.	Avg. B. Int.	Avg. BR	avg. Self id.	NPS score	Tot Avg	pay X extra	
Correlation Coefficient	1,000	,742**	,605**	,644**	,610**	,551**	,671**	,649**	,492**	,833**	,042	
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,554	
N	201	201	201	201	201	201	201	201	201	201	198	
avg. B. Imp	Correlation Coefficient	,742**	1,000	,645**	,602**	,466**	,502**	,596**	,659**	,393**	,811**	,068
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,341
N	201	201	201	201	201	201	201	201	201	201	201	198
avg. BCP	Correlation Coefficient	,605**	,645**	1,000	,618**	,556**	,574**	,686**	,577**	,431**	,820**	,038
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,594
N	201	201	201	201	201	201	201	201	201	201	201	198
avg. Ind. B.	Correlation Coefficient	,644**	,602**	,618**	1,000	,434**	,617**	,593**	,755**	,319**	,831**	,017
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,814
N	201	201	201	201	201	201	201	201	201	201	201	198
avg. B. Fam.	Correlation Coefficient	,610**	,466**	,556**	,434**	1,000	,475**	,675**	,371**	,604**	,654**	-,105
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,139
N	201	201	201	201	201	201	201	201	201	201	201	198
Avg. B. Int.	Correlation Coefficient	,551**	,502**	,574**	,617**	,475**	1,000	,590**	,665**	,361**	,773**	-,006
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,934
N	201	201	201	201	201	201	201	201	201	201	201	198
Avg. BR	Correlation Coefficient	,671**	,596**	,686**	,593**	,675**	,590**	1,000	,643**	,568**	,813**	,029
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,682
N	201	201	201	201	201	201	201	201	201	201	201	198
avg. Self id.	Correlation Coefficient	,649**	,659**	,577**	,755**	,371**	,665**	,643**	1,000	,331**	,850**	,035
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,623
N	201	201	201	201	201	201	201	201	201	201	201	198
NPS score	Correlation Coefficient	,492**	,393**	,431**								

Appendix H: SPSS Factor analyses

Correlation Matrix^a

	Soc. I 1	Soc. I 2	Soc. I 3	Soc. I 4	Soc. I 5	B. imp. 1	B. imp. 2	BCP1	BCP2	BCP3	BCP4	Ind. B. 1	Ind. B. 2	Ind. B. 3	Ind. B. 4	B. fam. 1	B. fam. 2	B. int. 1	B. int. 2	B. int. 3	B. int. 4	B. int. 5	B. int. 6	B. int. 7	BR 1	BR 2	BR 3	BR 4	BR 5	BR 6	Self Id. 1	Self Id. 2	Self Id. 3	Self Id. 4	Self Id. 5			
Soc. I 1	1,000																																					
Soc. I 2	0,804	1,000																																				
Soc. I 3	0,857	0,714	1,000																																			
Soc. I 4	0,714	0,629	0,674	1,000																																		
Soc. I 5	0,444	0,376	0,414	0,489	1,000																																	
B. imp. 1	0,603	0,595	0,773	0,566	0,487	1,000																																
B. imp. 2	0,626	0,602	0,817	0,641	0,586	0,603	1,000																															
BCP1	0,416	0,328	0,242	0,481	0,364	0,362	0,418	1,000																														
BCP2	0,419	0,432	0,410	0,468	0,321	0,246	0,359	0,360	1,000																													
BCP3	0,415	0,479	0,312	0,408	0,291	0,258	0,333	0,333	0,407	1,000																												
BCP4	0,490	0,395	0,378	0,449	0,361	0,493	0,499	0,271	0,421	0,271	1,000																											
Ind. B. 1	0,556	0,490	0,553	0,462	0,397	0,272	0,358	0,364	0,447	0,500	0,511	1,000																										
Ind. B. 2	0,433	0,457	0,502	0,343	0,234	0,353	0,406	0,347	0,329	0,406	0,337	0,438	1,000																									
Ind. B. 3	0,260	0,273	0,288	0,274	0,281	0,273	0,282	0,282	0,282	0,282	0,282	0,282	0,282	1,000																								
Ind. B. 4	0,262	0,271	0,281	0,243	0,252	0,251	0,251	0,249	0,249	0,249	0,249	0,249	0,249	0,249	1,000																							
B. fam. 1	0,398	0,441	0,433	0,339	0,339	0,489	0,459	0,272	0,338	0,460	0,342	0,441	0,388	0,450	0,450	1,000																						
B. fam. 2	0,528	0,542	0,506	0,376	0,376	0,602	0,603	0,360	0,360	0,377	0,521	0,600	0,378	0,502	0,549	0,610	1,000																					
B. int. 1	0,483	0,388	0,360	0,559	0,370	0,345	0,442	0,282	0,248	0,380	0,351	0,481	0,352	0,400	0,357	0,445	0,491	1,000																				
B. int. 2	0,317	0,327	0,302	0,416	0,351	0,343	0,355	0,362	0,367	0,362	0,334	0,344	0,361	0,359	0,361	0,401	0,404	0,459	1,000																			
B. int. 3	0,338	0,303	0,303	0,347	0,298	0,340	0,329	0,291	0,340	0,312	0,298	0,328	0,304	0,308	0,308	0,340	0,340	0,378	0,418	1,000																		
B. int. 4	0,188	0,189	0,151	0,220	0,220	0,187	0,207	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	0,183	1,000																	
B. int. 5	0,288	0,337	0,316	0,288	0,188	0,227	0,218	0,202	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	0,205	1,000																
B. int. 6	0,285	0,284	0,274	0,225	0,178	0,220	0,218	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	0,202	1,000															
B. int. 7	0,439	0,439	0,429	0,389	0,391	0,481	0,457	0,255	0,286	0,453	0,421	0,481	0,387	0,459	0,481	0,481	0,481	0,481	0,481	0,481	0,481	0,481	0,481	1,000														
BR 1	0,426	0,330	0,401	0,365	0,403	0,366	0,366	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	0,338	1,000													
BR 2	0,448	0,448	0,441	0,413	0,408	0,448	0,448	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000												
BR 3	0,402	0,401	0,253	0,386	0,444	0,371	0,382	0,458	0,366	0,488	0,444	0,255	0,244	0,200	0,203	0,485	0,513	0,295	0,229	0,229	0,229	0,229	0,229	0,229	0,229	0,229	1,000											
BR 4	0,174	0,164	0,164	0,168	0,167	0,147	0,152	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	0,161	1,000										
BR 5	0,283	0,166	0,216	0,164	0,208	0,202	0,206	0,177	0,174	0,164	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	0,166	1,000									
BR 6	0,283	0,287	0,278	0,271	0,260	0,252	0,244	0,237	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	0,238	1,000									
Self Id. 1	0,449	0,442	0,481	0,413	0,413	0,449	0,449	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000									
Self Id. 2	0,448	0,448	0,441	0,413	0,408	0,448	0,448	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000								
Self Id. 3	0,443	0,443	0,441	0,413	0,408	0,443	0,443	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000							
Self Id. 4	0,443	0,443	0,441	0,413	0,408	0,443	0,443	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000						
Self Id. 5	0,443	0,443	0,441	0,413	0,408	0,443	0,443	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	0,413	1,000						

a. Document: KMO-13

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,917
Bartlett's Test of Sphericity	Approx. Chi-Square	5204,037
	df	630
	Sig.	,000

Communalities

	Initial	Extraction
Soc. I 1	1,000	,686
Soc. I 2	1,000	,669
Soc. I 3	1,000	,672
Soc. I 4	1,000	,685
Soc. I 5	1,000	,726
B. imp. 1	1,000	,721
B. imp. 2	1,000	,699
BCP1	1,000	,634
BCP 2	1,000	,814
BCP 3	1,000	,860
BCP 4	1,000	,797
Ind. B. 1	1,000	,692
Ind. B. 2	1,000	,591
Ind. B. 5	1,000	,579
Ind. B. 3	1,000	,642
Ind. B. 4	1,000	,603
B. fam. 1	1,000	,640
B. fam. 2	1,000	,690
B. int. 1	1,000	,486
B. int. 2	1,000	,614
B.		

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14,364	39,900	39,900	14,364	39,900	39,900	5,742	15,951	15,951
2	3,585	9,958	49,858	3,585	9,958	49,858	4,816	13,379	29,330
3	1,759	4,885	54,742	1,759	4,885	54,742	4,793	13,313	42,643
4	1,664	4,622	59,365	1,664	4,622	59,365	4,375	12,154	54,797
5	1,411	3,919	63,283	1,411	3,919	63,283	2,277	6,325	61,122
6	1,013	2,813	66,096	1,013	2,813	66,096	1,790	4,974	66,096
7	,982	2,727	68,823						
8	,883	2,451	71,275						
9	,840	2,334	73,609						
10	,790	2,195	75,804						
11	,710	1,971	77,776						
12	,651	1,810	79,585						
13	,618	1,718	81,303						
14	,580	1,611	82,914						
15	,562	1,561	84,474						
16	,540	1,501	85,975						
17	,482	1,338	87,314						
18	,447	1,242	88,555						
19	,401	1,114	89,669						
20	,381	1,059	90,728						
21	,362	1,005	91,734						
22	,314	,873	92,607						
23	,293	,814	93,421						
24	,274	,762	94,183						
25	,266	,738	94,921						
26	,241	,671	95,592						
27	,225	,625	96,217						
28	,203	,564	96,781						
29	,196	,543	97,325						
30	,185	,513	97,838						
31	,158	,438	98,276						
32	,155	,430	98,706						
33	,144	,399	99,104						
34	,122	,339	99,444						
35	,112	,312	99,756						
36	,088	,244	100,000						

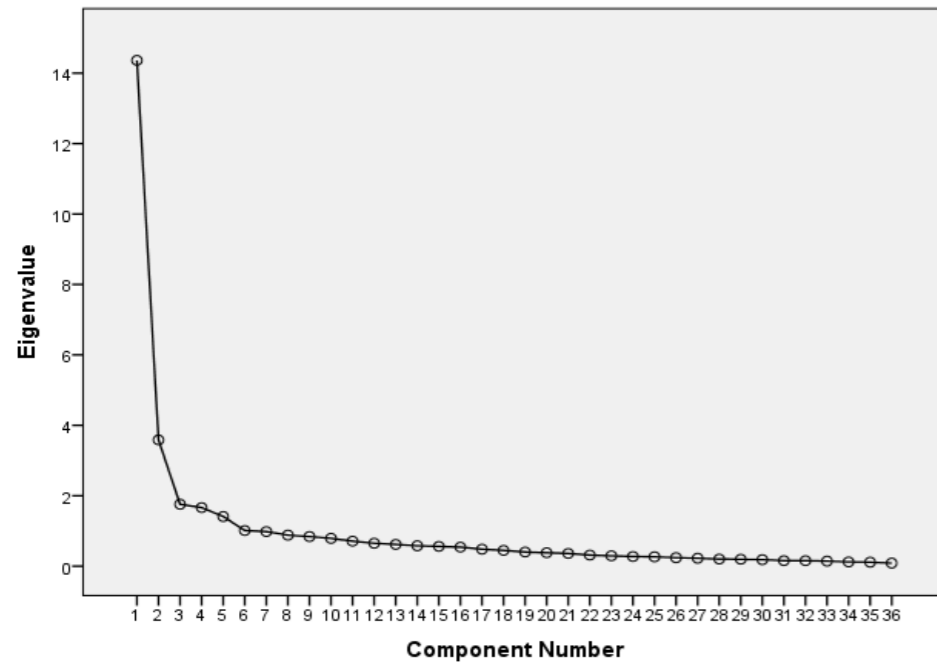
Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component					
	1	2	3	4	5	6
B. imp. 1	,785					
BCP 3	,778					
Ind. B. 1	,756					
B. imp. 2	,754					
Self Id. 1	,746					
BCP 4	,731			-,432		
Self Id. 2	,726					
BCP 2	,716					
BR 1	,711					
Self Id. 3	,700					
Soc. I.4	,698					
Soc. I.1	,693					
Self Id. 5	,678					
Soc. I.2	,673					
Soc. I.3	,669					
Ind. B. 2	,668					
B. int. 6	,644					
B. fam. 1	,629	,429				
Ind. B. 4	,625					
Self Id. 4	,625	-,416			,405	
BR 6	,615					
BCP1	,596			-,405		
B. int. 1	,591					
Ind. B. 5	,579					,424
Soc. I.5	,579	,536				
Ind. B. 3	,578					
BR 2	,577	,537				
B. int. 5	,570					
B. int. 7	,569					
B. fam. 2	,564	,541				
B. int. 4	,464			,423		
BR 5	,524	,631				
BR 3	,572	,605				
B. int. 3				,659		
B. int. 2				,589		
BR 4						

Extraction Method: Principal Component Analysis.
a. 6 components extracted.

Scree Plot



Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
BR 3	,824					
BR 5	,820					
BR 2	,776					
Soc. I.5	,726		,406			
B. fam. 2	,699					
B. fam. 1	,637		,418			
Soc. I.4	,637		,457			
BR 6	,561					,465
BR 4	,553					
Self Id. 4		,810				
Self Id. 5		,790				
B. int. 7		,678				
BR 1		,604		,410		
Ind. B. 3		,581				,403
Ind. B. 1		,538	,429			
Self Id. 1		,537				
B. int. 6						
Soc. I.3			,738			
Soc. I.2			,708			
B. imp. 1			,622			
Soc. I.1			,608			
B. imp. 2			,604			
Self Id. 3			,576			
BCP 2				,808		
BCP 3				,783		
BCP 4	,413			,715		
BCP1	,498			,609		
Self Id. 2				,594		
B. int. 5				,532		
Ind. B. 2		,461		,481		
B. int. 3					,816	
B. int. 2					,709	
B. int. 4					,501	
B. int. 1					,458	
Ind. B. 5						,576
Ind. B. 4		,424				,527

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 10 iterations.

Appendix I: SPSS regression analyses

Prediction of Brand performance based on brand experience and brand meaning

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10280,546	2	5140,273	50,694	,000 ^b
	Residual	20076,642	198	101,397		
	Total	30357,188	200			

a. Dependent Variable: Avg perf

b. Predictors: (Constant), Brand ex, Factmean

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,582 ^a	,339	,332	10,06961677

a. Predictors: (Constant), Brand ex, Factmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,194	5,972		4,888	,000
	Factmean	2,598	,753	,277	3,449	,001
	Brand ex	3,916	,887	,355	4,417	,000

a. Dependent Variable: Avg perf

Prediction of Brand experience based on Brand performance and Brand meaning

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,582 ^a	,339	,332	1,00696

a. Predictors: (Constant), Brand ex, Factmean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102,805	2	51,403	50,694	,000 ^b
	Residual	200,766	198	1,014		
	Total	303,572	200			

a. Dependent Variable: NormPERf

b. Predictors: (Constant), Brand ex, Factmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,919	,597		4,888	,000
	Factmean	,260	,075	,277	3,449	,001
	Brand ex	,392	,089	,355	4,417	,000

a. Dependent Variable: NormPERf

Prediction of Brand meaning based on Brand experience and Brand performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,727 ^a	,528	,523	,770

a. Predictors: (Constant), NormPERf, Factmean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131,480	2	65,740	110,830	,000 ^b
	Residual	117,446	198	,593		
	Total	248,925	200			

a. Dependent Variable: Brand ex

b. Predictors: (Constant), NormPERf, Factmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,178	,428		7,432	,000
	Factmean	,477	,049	,562	9,809	,000
	NormPERf	,229	,052	,253	4,417	,000

a. Dependent Variable: Brand ex

Appendix J: SPSS Moderation analyses

Interaction of Meaning and Experience on functional when it comes to brand love

Model : 2
 Y : Brandlov
 X : Function
 W : Experien
 Z : Meaningm

Sample
 Size: 201
 OUTCOME VARIABLE:
 Brandlov

Model Summary

R	R-sq	MSE	F	df1	df2	p
,4706	,2214	1,1798	11,0924	5,0000	195,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	8,9954	,0891	100,9983	,0000	8,8198	9,1711
Function	,1793	,0797	2,2506	,0255	,0222	,3365
Experien	,1270	,1214	1,0464	,2967	-,1124	,3664
Int_1	-,0668	,0869	-,7694	,4426	-,2381	,1045
Meaningm	,1835	,0848	2,1642	,0317	,0163	,3507
Int_2	,0057	,0702	,0814	,9352	-,1328	,1442

Product terms key:
 Int_1 : Function x Experien
 Int_2 : Function x Meaningm

Covariance matrix of regression parameter estimates:

	constant	Function	Experien	Int_1	Meaningm	Int_2
constant	,0079	-,0005	-,0023	-,0019	,0004	-,0008
Function	-,0005	,0064	-,0027	-,0010	-,0014	,0015
Experien	-,0023	-,0027	,0147	,0056	-,0057	-,0023
Int_1	-,0019	-,0010	,0056	,0075	-,0012	-,0045
Meaningm	,0004	-,0014	-,0057	-,0012	,0072	,0005
Int_2	-,0008	,0015	-,0023	-,0045	,0005	,0049

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p	
X*W	,0024	,5919	1,0000	195,0000	,4426
X*Z	,0000	,0066	1,0000	195,0000	,9352

Interaction of meaning and experience on functional when it comes to NPS

Model : 2
 Y : NPSscore
 X : Function
 W : Experien
 Z : Meaningm

Sample
 Size: 201
 OUTCOME VARIABLE:
 NPSscore

Model Summary

R	R-sq	MSE	F	df1	df2	p
,7144	,5103	,9121	40,6485	5,0000	195,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	9,1660	,0783	117,0493	,0000	9,0115	9,3204

Function	-,0387	,0701	-,5528	,5810	-,1769	,0995
Experien	,7014	,1067	6,5721	,0000	,4909	,9119
Int_1	,1666	,0764	2,1809	,0304	,0159	,3172
Meaningm	,2790	,0745	3,7423	,0002	,1319	,4260
Int_2	-,0969	,0617	-1,5696	,1181	-,2187	,0249

Product terms key:
 Int_1 : Function x Experien
 Int_2 : Function x Meaningm

Covariance matrix of regression parameter estimates:

	constant	Function	Experien	Int_1	Meaningm	Int_2
constant	,0061	-,0004	-,0017	-,0014	,0003	-,0006
Function	-,0004	,0049	-,0020	-,0008	-,0011	,0011
Experien	-,0017	-,0020	,0114	,0044	-,0044	-,0018
Int_1	-,0014	-,0008	,0044	,0058	-,0009	-,0035
Meaningm	,0003	-,0011	-,0044	-,0009	,0056	,0004
Int_2	-,0006	,0011	-,0018	-,0035	,0004	,0038

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p	
X*W	,0119	4,7563	1,0000	195,0000	,0304
X*Z	,0062	2,4637	1,0000	195,0000	,1181

Focal predict: Function (X)
 Mod var: Experien (W)
 Mod var: Meaningm (Z)

Interaction of meaning and experience on Functional level when it comes to willingness to pay

Model : 2
 Y : payXextr
 X : Function
 W : Experien
 Z : Meaningm

Sample
 Size: 198
 OUTCOME VARIABLE:
 payXextr

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1101	,0121	134060,554	,4710	5,0000	192,0000	,7976

Model

	coeff	se	t	p	LLCI	ULCI
constant	54,1981	30,4105	1,7822	,0763	-5,7835	114,1796
Function	16,7448	27,0452	,6191	,5366	-36,5992	70,0887
Experien	35,6476	42,6753	,8353	,4046	-48,5250	119,8203
Int_1	37,3126	30,3114	1,2310	,2198	-22,4735	97,0988
Meaningm	-19,2977	29,0330	-,6647	,5071	-76,5623	37,9669
Int_2	-16,0774	24,1161	-,6667	,5058	-63,6440	31,4892

Product terms key:
 Int_1 : Function x Experien
 Int_2 : Function x Meaningm

Covariance matrix of regression parameter estimates:

	constant	Function	Experien	Int_1	Meaningm	Int_2
constant	924,7959	-48,7684	-291,8342	-241,8912	61,7472	-74,2407
Function	-48,7684	731,4448	-337,7344	-130,7730	-147,8868	176,1027
Experien	-291,8342	-337,7344	1821,1817	732,3037	-712,8159	-317,4841
Int_1	-241,8912	-130,7730	732,3037	918,7810	-166,4119	-545,4023
Meaningm	61,7472	-147,8868	-712,8159	-166,4119	842,9149	77,5562
Int_2	-74,2407	176,1027	-317,4841	-545,4023	77,5562	581,5873

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p	
X*W	,0078	1,5153	1,0000	192,0000	,2198
X*Z	,0023	,4444	1,0000	192,0000	,5058

Interaction of meaning and functional on Experience level when it comes to willingness to pay

No significance

Model : 2

Y : payXextr
X : Experien
W : Function
Z : Meaningm

Sample
Size: 198
OUTCOME VARIABLE:
payXextr

Model Summary
R R-sq MSE F df1 df2 p
,1093 ,0120 134082,982 ,4645 5,0000 192,0000 ,8024

Model
coeff se t p LLCI ULCI
constant 59,6125 32,4147 1,8391 ,0675 -4,3221 123,5471
Experien 14,3957 45,0074 ,3199 ,7494 -74,3768 103,1683
Function 24,6772 26,4766 ,9320 ,3525 -27,5452 76,8996
Int_1 28,9606 22,7395 1,2736 ,2044 -15,8908 73,8120
Meaningm -16,6105 28,8692 -,5754 ,5657 -73,5519 40,3310
Int_2 -12,2095 19,0158 -,6421 ,5216 -49,7162 25,2972

Product terms key:
Int_1 : Experien x Function
Int_2 : Experien x Meaningm

Covariance matrix of regression parameter estimates:
constant Experien Function Int_1 Meaningm Int_2
constant 1050,7111 -558,3725 29,2064 -189,7602 81,4996 -221,1390
Experien -558,3725 2025,6677 -334,3690 231,1358 -687,0316 369,4756
Function 29,2064 -334,3690 701,0107 84,3650 -167,3610 -90,7509
Int_1 -189,7602 231,1358 84,3650 517,0855 -84,8340 -199,1717
Meaningm 81,4996 -687,0316 -167,3610 -84,8340 833,4279 -16,0905
Int_2 -221,1390 369,4756 -90,7509 -199,1717 -16,0905 361,6002

Test(s) of highest order unconditional interaction(s):
R2-chng F df1 df2 p
X*W ,0083 1,6220 1,0000 192,0000 ,2044
X*Z ,0021 ,4123 1,0000 192,0000 ,5216

Interaction of meaning and functional on Experience level when it comes to NPS

Model : 2
Y : NPSscore
X : Experien
W : Function
Z : Meaningm

Sample
Size: 201
OUTCOME VARIABLE:
NPSscore

Model Summary
R R-sq MSE F df1 df2 p
,7101 ,5043 ,9233 39,6782 5,0000 195,0000 ,0000

Model
coeff se t p LLCI ULCI
constant 9,1572 ,0832 110,0930 ,0000 8,9932 9,3213
Experien ,6442 ,1132 5,6896 ,0000 ,4209 ,8676
Function -,0071 ,0689 -,1024 ,9185 -,1430 ,1289
Int_1 ,0853 ,0594 1,4352 ,1528 -,0319 ,2024
Meaningm ,2894 ,0747 3,8736 ,0001 ,1421 ,4368
Int_2 -,0119 ,0493 -,2410 ,8098 -,1092 ,0854

Product terms key:
Int_1 : Experien x Function
Int_2 : Experien x Meaningm

Covariance matrix of regression parameter estimates:
constant Experien Function Int_1 Meaningm Int_2
constant ,0069 -,0034 ,0001 -,0012 ,0004 -,0014
Experien -,0034 ,0128 -,0021 ,0014 -,0043 ,0023
Function ,0001 -,0021 ,0048 ,0006 -,0012 -,0006
Int_1 -,0012 ,0014 ,0006 ,0035 -,0005 -,0014
Meaningm ,0004 -,0043 -,0012 -,0005 ,0056 ,0000

Int_2 -,0014 ,0023 -,0006 -,0014 ,0000 ,0024

Test(s) of highest order unconditional interaction(s):
R2-chng F df1 df2 p
X*W ,0052 2,0599 1,0000 195,0000 ,1528
X*Z ,0001 ,0581 1,0000 195,0000 ,8098

Interaction of meaning and functional on Experience level when it comes to Brand love

Model : 2
Y : Brandlov
X : Experien
W : Function
Z : Meaningm

Sample
Size: 201
OUTCOME VARIABLE:
Brandlov

Model Summary
R R-sq MSE F df1 df2 p
,5078 ,2579 1,1246 13,5519 5,0000 195,0000 ,0000

Model
coeff se t p LLCI ULCI
constant 8,8991 ,0918 96,9423 ,0000 8,7180 9,0801
Experien ,2885 ,1250 2,3083 ,0220 ,0420 ,5349
Function ,1390 ,0761 1,8269 ,0693 -,0111 ,2891
Int_1 -,1595 ,0656 -2,4330 ,0159 -,2888 -,0302
Meaningm ,1800 ,0825 2,1831 ,0302 ,0174 ,3427
Int_2 ,1685 ,0544 3,0954 ,0023 ,0612 ,2759

Product terms key:
Int_1 : Experien x Function
Int_2 : Experien x Meaningm

Covariance matrix of regression parameter estimates:
constant Experien Function Int_1 Meaningm Int_2
constant ,0084 -,0041 ,0001 -,0015 ,0005 -,0017
Experien -,0041 ,0156 -,0025 ,0017 -,0053 ,0028
Function ,0001 -,0025 ,0058 ,0007 -,0015 -,0007
Int_1 -,0015 ,0017 ,0007 ,0043 -,0006 -,0017
Meaningm ,0005 -,0053 -,0015 -,0006 ,0068 -,0001
Int_2 -,0017 ,0028 -,0007 -,0017 -,0001 ,0030

Test(s) of highest order unconditional interaction(s):
R2-chng F df1 df2 p
X*W ,0225 5,9194 1,0000 195,0000 ,0159
X*Z ,0365 9,5816 1,0000 195,0000 ,0023

Focal predict: Experien (X)
Mod var: Function (W)
Mod var: Meaningm (Z)

Interaction of meaning and functional on Experience level when it comes to willingness to pay

Model : 2
Y : payXextr
X : Experien
W : Function
Z : Meaningm

Sample
Size: 198
OUTCOME VARIABLE:
payXextr

Model Summary
R R-sq MSE F df1 df2 p
,1093 ,0120 134082,982 ,4645 5,0000 192,0000 ,8024

Model
coeff se t p LLCI ULCI
constant 59,6125 32,4147 1,8391 ,0675 -4,3221 123,5471
Experien 14,3957 45,0074 ,3199 ,7494 -74,3768 103,1683
Function 24,6772 26,4766 ,9320 ,3525 -27,5452 76,8996

```

Int_1 28,9606 22,7395 1,2736 ,2044 -15,8908 73,8120
Meaningm -16,6105 28,8692 -,5754 ,5657 -73,5519 40,3310
Int_2 -12,2095 19,0158 -,6421 ,5216 -49,7162 25,2972

```

Product terms key:

```

Int_1 : Experien x Function
Int_2 : Experien x Meaningm

```

Covariance matrix of regression parameter estimates:

```

constant Experien Function Int_1 Meaningm Int_2
constant 1050,7111 -558,3725 29,2064 -189,7602 81,4996 -221,1390
Experien -558,3725 2025,6677 -334,3690 231,1358 -687,0316 369,4756
Function 29,2064 -334,3690 701,0107 84,3650 -167,3610 -90,7509
Int_1 -189,7602 231,1358 84,3650 517,0855 -84,8340 -199,1717
Meaningm 81,4996 -687,0316 -167,3610 -84,8340 833,4279 -16,0905
Int_2 -221,1390 369,4756 -90,7509 -199,1717 -16,0905 361,6002

```

Test(s) of highest order unconditional interaction(s):

```

R2-chng F df1 df2 p
X*W ,0083 1,6220 1,0000 192,0000 ,2044
X*Z ,0021 ,4123 1,0000 192,0000 ,5216

```

Interaction of Experience and functional on Meaning level when it comes to willingness to pay

Model : 2

```

Y : payXextr
X : Meaningm
W : Function
Z : Experien

```

Sample

Size: 198

OUTCOME VARIABLE:

payXextr

Model Summary

```

R R-sq MSE F df1 df2 p
,0691 ,0048 135057,564 ,1840 5,0000 192,0000 ,9684

```

Model

```

coeff se t p LLCI ULCI
constant 67,6385 31,9111 2,1196 ,0353 4,6971 130,5799
Meaningm -11,7785 28,7314 -,4100 ,6823 -68,4483 44,8913
Function 24,3098 27,8695 ,8723 ,3841 -30,6599 79,2795
Int_1 8,8725 18,7124 ,4742 ,6359 -28,0357 45,7808
Experien -2,1422 44,6513 -,0480 ,9618 -90,2122 85,9278
Int_2 -5,7930 19,6680 -,2945 ,7687 -44,5862 33,0002

```

Product terms key:

```

Int_1 : Meaningm x Function
Int_2 : Meaningm x Experien

```

Covariance matrix of regression parameter estimates:

```

constant Meaningm Function Int_1 Experien Int_2
constant 1018,3185 49,7999 10,1691 -102,6877 -435,4120 -241,5264
Meaningm 49,7999 825,4954 -153,0726 3,1826 -655,1178 -50,8212
Function 10,1691 -153,0726 776,7079 171,9774 -444,4214 -150,5280
Int_1 -102,6877 3,1826 171,9774 350,1534 -141,7840 -187,0095
Experien -435,4120 -655,1178 -444,4214 -141,7840 1993,7343 537,5612
Int_2 -241,5264 -50,8212 -150,5280 -187,0095 537,5612 386,8314

```

Test(s) of highest order unconditional interaction(s):

```

R2-chng F df1 df2 p
X*W ,0012 ,2248 1,0000 192,0000 ,6359
X*Z ,0004 ,0868 1,0000 192,0000 ,7687

```

Interaction of Experience and functional on Meaning level when it comes to NPS

Model : 2

```

Y : NPSscore
X : Meaningm
W : Function
Z : Experien

```

Sample

Size: 201

OUTCOME VARIABLE:

NPSscore

Model Summary

```

R R-sq MSE F df1 df2 p
,7066 ,4992 ,9328 38,8781 5,0000 195,0000 ,0000

```

Model

```

coeff se t p LLCI ULCI
constant 9,1902 ,0826 111,2898 ,0000 9,0273 9,3530
Meaningm ,3017 ,0746 4,0435 ,0001 ,1545 ,4488
Function -,0269 ,0724 -,3710 ,7110 -,1697 ,1159
Int_1 -,0115 ,0488 -,2365 ,8133 -,1078 ,0847
Experien ,6137 ,1124 5,4587 ,0000 ,3920 ,8355
Int_2 ,0282 ,0501 ,5622 ,5746 -,0707 ,1271

```

Product terms key:

```

Int_1 : Meaningm x Function
Int_2 : Meaningm x Experien

```

Covariance matrix of regression parameter estimates:

```

constant Meaningm Function Int_1 Experien Int_2
constant ,0068 ,0003 ,0000 -,0008 -,0027 -,0015
Meaningm ,0003 ,0056 -,0012 ,0000 -,0042 -,0002
Function ,0000 -,0012 ,0052 ,0011 -,0027 -,0009
Int_1 -,0008 ,0000 ,0011 ,0024 -,0008 -,0012
Experien -,0027 -,0042 -,0027 -,0008 ,0126 ,0033
Int_2 -,0015 -,0002 -,0009 -,0012 ,0033 ,0025

```

Test(s) of highest order unconditional interaction(s):

```

R2-chng F df1 df2 p
X*W ,0001 ,0559 1,0000 195,0000 ,8133
X*Z ,0008 ,3161 1,0000 195,0000 ,5746

```

Interaction of Experience and functional on Meaning level when it comes to Brand love

Model : 2

```

Y : Brandlov
X : Meaningm
W : Function
Z : Experien

```

Sample

Size: 201

OUTCOME VARIABLE:

Brandlov

Model Summary

```

R R-sq MSE F df1 df2 p
,5023 ,2523 1,1331 13,1602 5,0000 195,0000 ,0000

```

Model

```

coeff se t p LLCI ULCI
constant 8,8809 ,0910 97,5796 ,0000 8,7014 9,0604
Meaningm ,1578 ,0822 1,9183 ,0565 -,0044 ,3199
Function ,1118 ,0798 1,4012 ,1628 -,0456 ,2692
Int_1 -,1131 ,0538 -,2,1028 ,0368 -,2192 -,0070
Experien ,3907 ,1239 3,1526 ,0019 ,1463 ,6350
Int_2 ,1627 ,0553 2,9438 ,0036 ,0537 ,2717

```

Product terms key:

```

Int_1 : Meaningm x Function
Int_2 : Meaningm x Experien

```

Covariance matrix of regression parameter estimates:

```

constant Meaningm Function Int_1 Experien Int_2
constant ,0083 ,0003 ,0000 -,0009 -,0032 -,0018
Meaningm ,0003 ,0068 -,0014 ,0000 -,0051 -,0003
Function ,0000 -,0014 ,0064 ,0014 -,0033 -,0011
Int_1 -,0009 ,0000 ,0014 ,0029 -,0010 -,0015
Experien -,0032 -,0051 -,0033 -,0010 ,0154 ,0040
Int_2 -,0018 -,0003 -,0011 -,0015 ,0040 ,0031

```

Test(s) of highest order unconditional interaction(s):

```

R2-chng F df1 df2 p
X*W ,0170 4,4219 1,0000 195,0000 ,0368
X*Z ,0332 8,6662 1,0000 195,0000 ,0036
-----

```

```

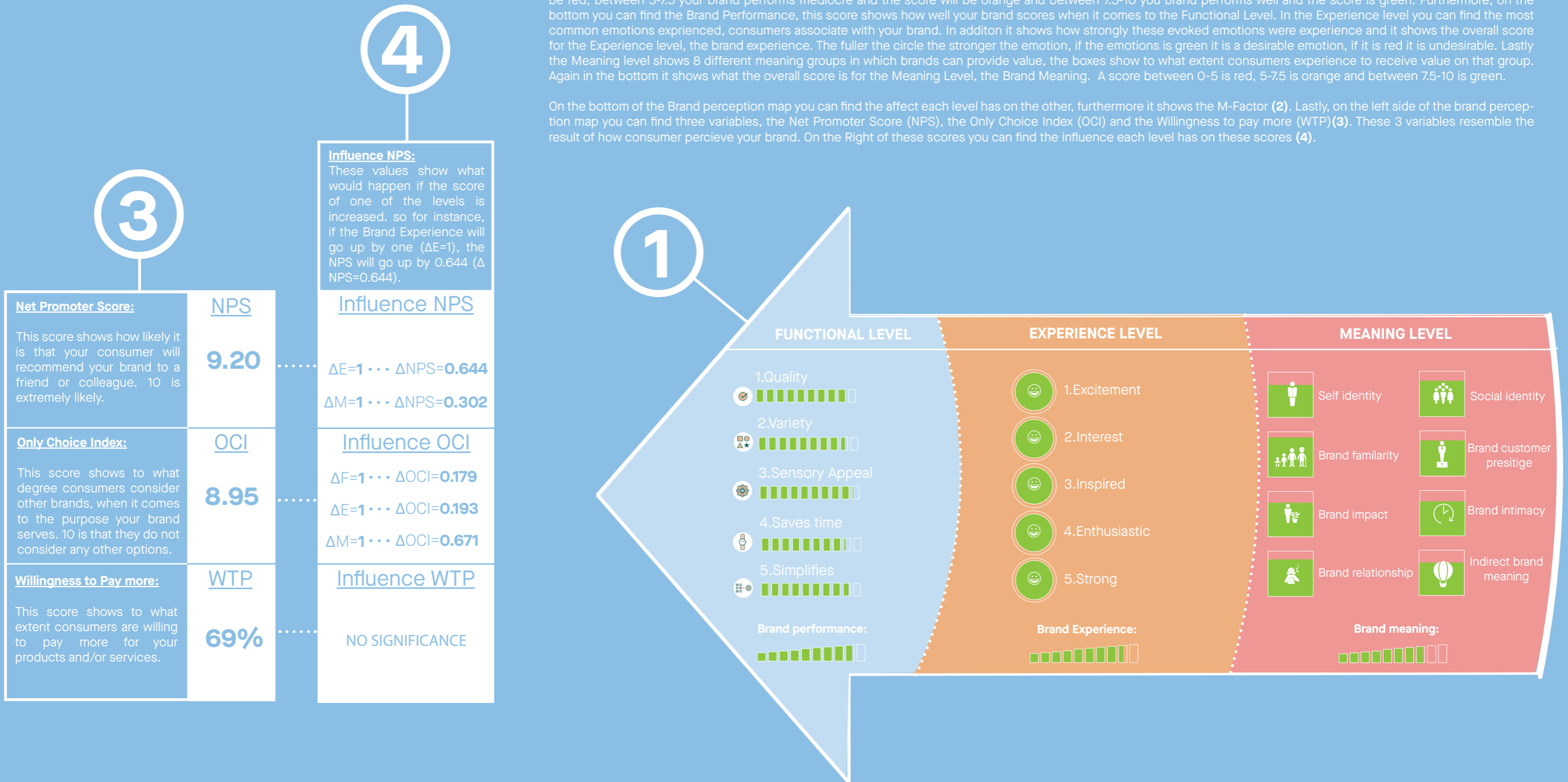
Focal predict: Meaningm (X)
Mod var: Function (W)
Mod var: Experien (Z)

```

BRAND PERCEPTION BLUEPRINT EXTRAORDINARY BRANDS

The Brand Perception Map gives you a clear understanding of how consumers perceive your brand. In the arrow you can find the three different levels; Functional, Experience and Meaning (1). Within the Functional level you can find the 5 most important functional needs consumers seek to fulfil. Under each need, you can find how well your brand performs on these functional needs. When it comes to the scoring of the functional benefits, if your brand scores between 0-5, your brand is performing bad and the score will be red, between 5-7.5 your brand performs mediocre and the score will be orange and between 7.5-10 your brand performs well and the score is green. Furthermore, on the bottom you can find the Brand Performance, this score shows how well your brand scores when it comes to the Functional Level. In the Experience level you can find the most common emotions experienced, consumers associate with your brand. In addition it shows how strongly these evoked emotions were experienced and it shows the overall score for the Experience level, the brand experience. The fuller the circle the stronger the emotion, if the emotion is green it is a desirable emotion, if it is red it is undesirable. Lastly the Meaning level shows 8 different meaning groups in which brands can provide value, the boxes show to what extent consumers experience to receive value on that group. Again in the bottom it shows what the overall score is for the Meaning Level, the Brand Meaning. A score between 0-5 is red, 5-7.5 is orange and between 7.5-10 is green.

On the bottom of the Brand perception map you can find the affect each level has on the other, furthermore it shows the M-Factor (2). Lastly, on the left side of the brand perception map you can find three variables, the Net Promoter Score (NPS), the Only Choice Index (OCI) and the Willingness to pay more (WTP)(3). These 3 variables resemble the result of how consumer perceive your brand. On the Right of these scores you can find the influence each level has on these scores (4).



3

Net Promoter Score: This score shows how likely it is that your consumer will recommend your brand to a friend or colleague. 10 is extremely likely.	NPS 9.20	Influence NPS: These values show what would happen if the score of one of the levels is increased. so for instance, if the Brand Experience will go up by one (ΔE=1), the NPS will go up by 0.644 (ΔNPS=0.644).
Only Choice Index: This score shows to what degree consumers consider other brands, when it comes to the purpose your brand serves. 10 is that they do not consider any other options.	OCI 8.95	Influence OCI: ΔF=1... ΔOCI=0.179 ΔE=1... ΔOCI=0.193 ΔM=1... ΔOCI=0.671
Willingness to Pay more: This score shows to what extent consumers are willing to pay more for your products and/or services.	WTP 69%	Influence WTP: NO SIGNIFICANCE

2

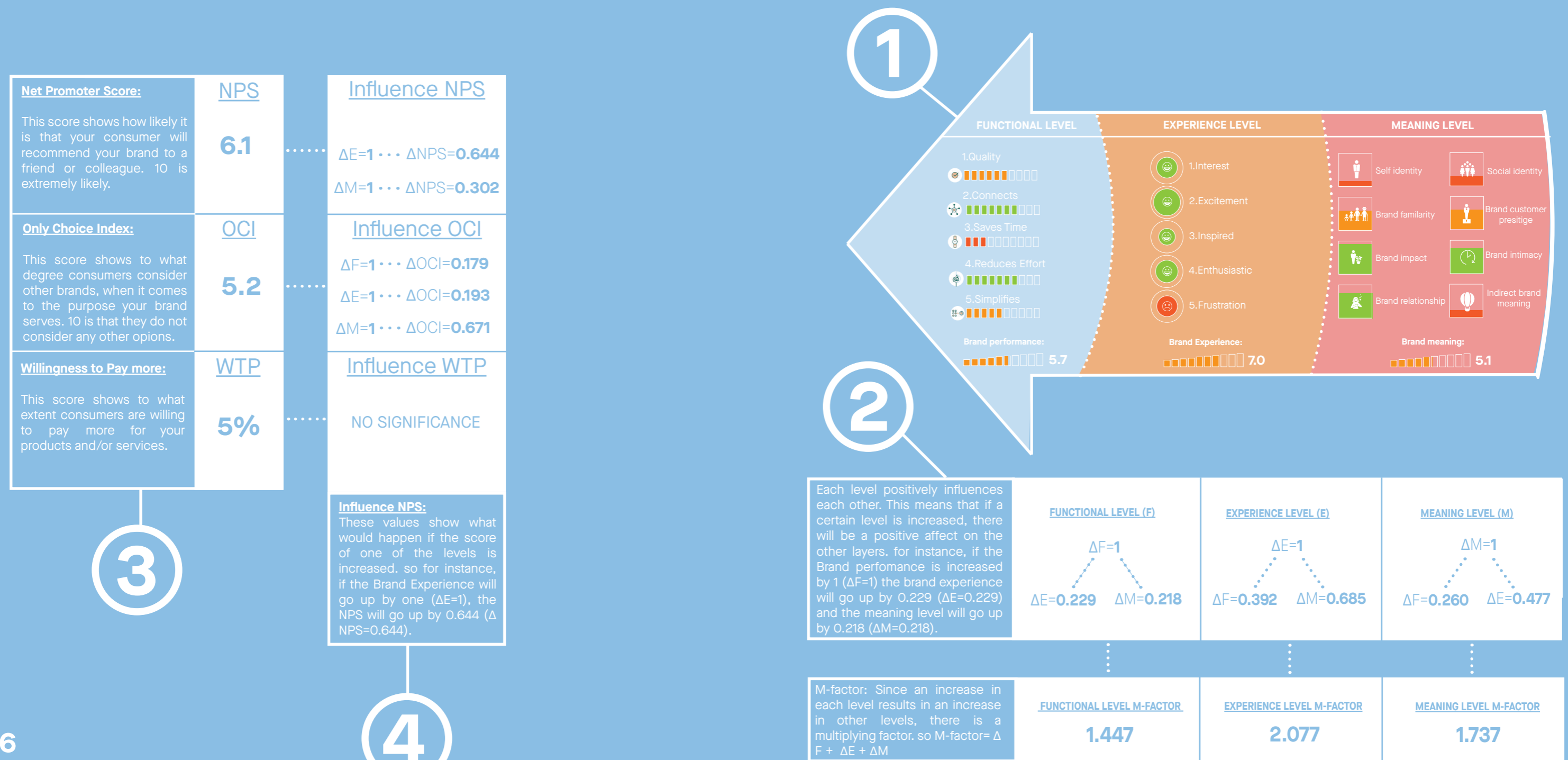
Each level positively influences each other. This means that if a certain level is increased, there will be a positive affect on the other layers. for instance, if the Brand performance is increased by 1 (ΔF=1) the brand experience will go up by 0.229 (ΔE=0.229) and the meaning level will go up by 0.218 (ΔM=0.218).	FUNCTIONAL LEVEL (F)	EXPERIENCE LEVEL (E)	MEANING LEVEL (M)
	$\Delta F=1$ $\Delta E=0.229$ $\Delta M=0.218$	$\Delta E=1$ $\Delta F=0.392$ $\Delta M=0.685$	$\Delta M=1$ $\Delta F=0.260$ $\Delta E=0.477$
M-factor: Since an increase in each level results in an increase in other levels, there is a multiplying factor. so M-factor= ΔF + ΔE + ΔM	FUNCTIONAL LEVEL M-FACTOR 1.447	EXPERIENCE LEVEL M-FACTOR 2.077	MEANING LEVEL M-FACTOR 1.737

BRAND PERCEPTION BLUEPRINT TRIX

The Brand Perception Map gives you a clear understanding of how consumers perceive your brand. In the arrow you can find the three different levels; Functional, Experience and Meaning (1). Within the Functional level you can find the 5 most important functional needs consumers seek to fulfil. Under each need, you can find how well your brand performs on these functional needs. When it comes to the scoring of the functional benefits, if your brand scores between 0-5, your brand is performing bad and the score will be red, between 5-7.5 your brand performs mediocre and the score will be orange and between 7.5-10 your brand performs well and the score is green. Furthermore, on the bottom you can find the Brand Performance, this score shows how well your brand scores when it comes to the Functional Level. In the Experience level you can find the most common emotions experienced, consumers associate with your brand. In addition it shows how strongly these evoked emotions were experienced and it shows the overall score for the Experience level, the brand experience. The fuller the circle the stronger the emotion, if the emotion is green it is a desirable emotion, if it is red it is undesirable. Lastly the Meaning level shows 8 different meaning groups in which brands can provide value, the boxes show to what extent consumers experience to receive value on that group. Again in the bottom it shows what the overall score is for the Meaning Level, the Brand Meaning. A score between 0-5 is red, 5-7.5 is orange and between 7.5-10 is green.

On the bottom of the Brand perception map you can find the affect each level has on the other, furthermore it shows the M-Factor (2). Lastly, on the left side of the brand perception map you can find three variables, the Net Promoter Score (NPS), the Only Choice Index (OCI) and the Willingness to pay more (WTP)(3). These 3 variables resemble the result of how consumers perceive your brand. On the right of these scores you can find the influence each level has on these scores (4).

Appendix L: Brand Perception Blueprint TRIX

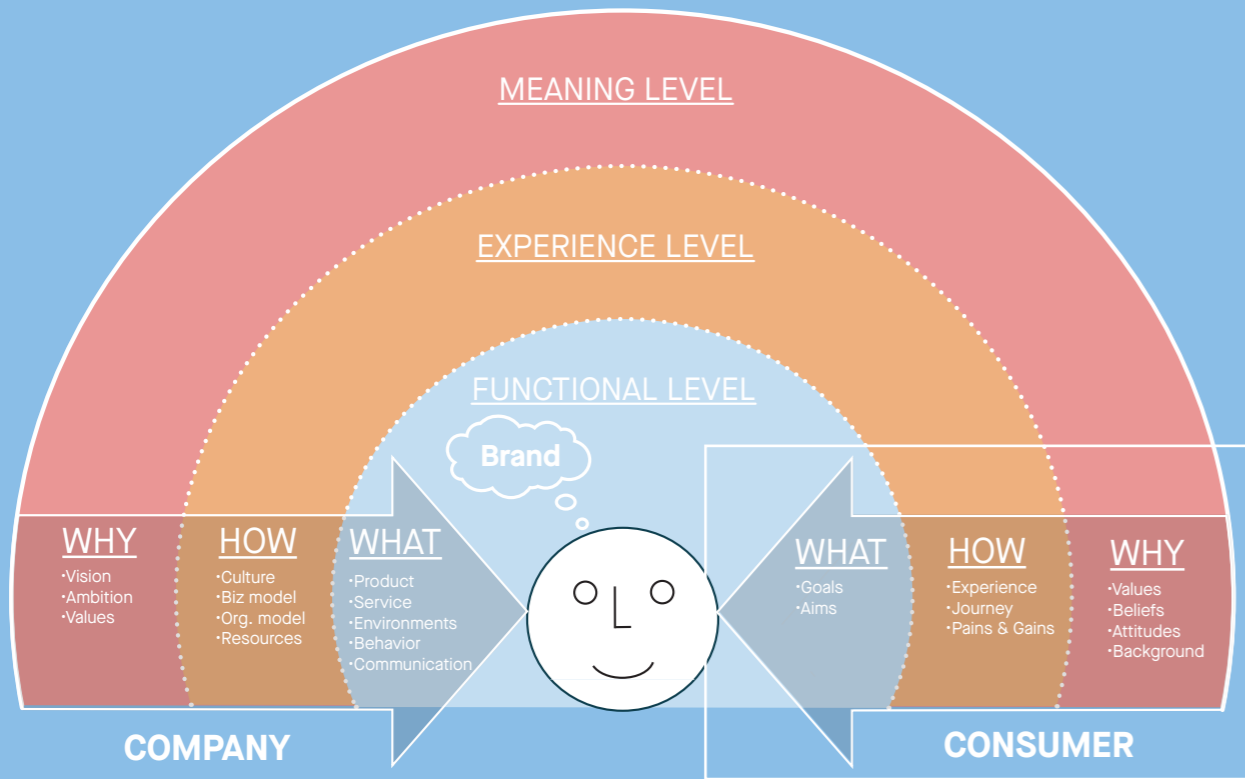


Appendix M: Brand Perception Model

Brand perception model

On these two pages, you can find a top-level overview of the complete brand perception model. The model is built on the belief that a company can provide most value to a consumer when it provides exactly what they want, in the most desirable way and for the right reasons. On the left page you can find a top level overview of the complete model, which explains the 'WHAT', the 'HOW', and the 'WHY' of both the company and the consumer (1). These come together in the mind of the consumer, and results in the consumers' brand perception. In order for a brand to become extraordinary the 'WHAT', 'HOW' and 'WHY' should be in perfect alignment. Lastly, it explains the three identified levels on which companies can operate and provide value, the Functional, Experience and Meaning level (2).

On the right page you can find a more detailed look at the consumers side of the model, it is built on the belief that a company is 'hired' to perform certain jobs. The more jobs a company helps the consumer to perform, the higher the value it holds. It explains each of these different types of jobs a company can be hired for (3). Furthermore, it explains in more detail how the different levels (Functional, Experience and Meaning) influence the performance of companies on fulfilling these different types of jobs(4).



CONNECTING COMPANY AND CONSUMER THROUGH BRANDS

COMPANY

CONSUMER

The companies' offerings should enable the consumer to obtain their aims and goals, this is WHAT the company offers.	← WHAT →	The Consumer has a certain aim or goal they want to achieve, this is WHAT they want.
The company has certain internal processes and resources in order to provide and facilitate their offering, these create HOW they offer it.	← HOW →	The process of obtaining their aim or goal should go in the most desirable way, this is HOW they want it.
The company has certain values, ambitions and visions, these together built the WHY of the company	← WHY →	There are specific reasons behind WHAT the consumers wants and HOW they want to get it, these reasons are the WHY.

1

FUNCTIONAL LEVEL

A brand that operates on the Functional level purely focusses on the 'WHAT' of the consumer. They want to offer a product or service that helps the consumer obtain their aim or goal. However, they do not invest great effort in understanding HOW or WHY the consumer wants to obtain that goal or aim.

EXPERIENCE LEVEL

A brand that operates on the Experience level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way. However, they do not invest great effort in understanding WHY it is that the consumer wants to obtain that aim or goal.

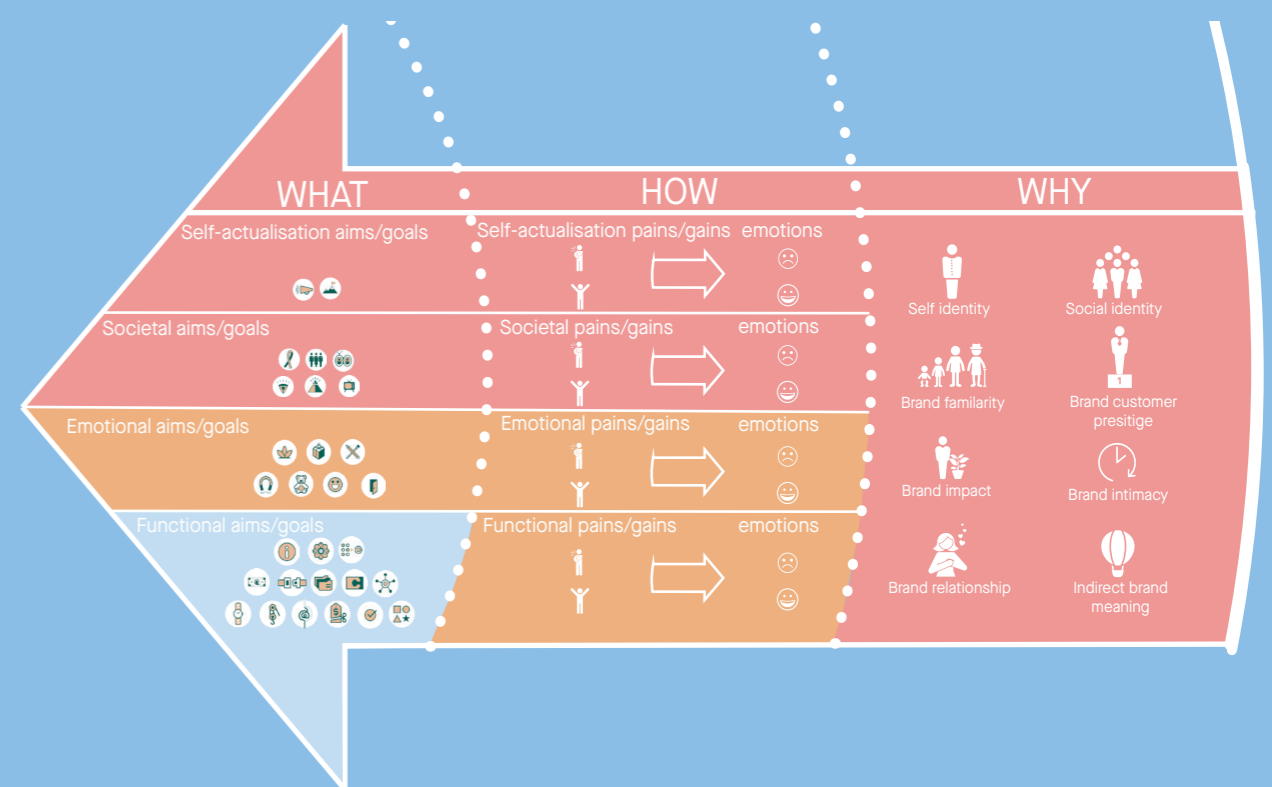
MEANING LEVEL

A brand that operates on the Meaning level, not only wants to provide a solution to help the consumer achieve their aim or goal, they want to make sure that this process happens in the most desirable way and they completely understand WHY it is that the consumer wants to obtain that aim or goal.

2

3

SELF-ACTUALISATION JOB	A self-actualisation job refers to the consumer wanting to be his/her best self, to realize potential growth and self-fulfilment. It refers to the individual aspect of the WHAT, the HOW, and the WHY.
SOCIETAL JOB	A societal job refers to the consumer wanting to look good or gain power or status. It refers to the social aspects of the WHAT, the HOW, and the WHY.
EMOTIONAL JOB	A emotional job refers to the consumer seeking a specific emotional state, such as feeling good or secure. It refers to the emotional aspects of the WHAT, the HOW, and the WHY.
FUNCTIONAL JOB	The functional job refers to the consumer wanting to perform a specific task or solve a specific problem, for example mowing the grass. It refers to the functional aspects of the WHAT, the HOW, and the WHY.



4

THE WHAT

The 'WHAT' is divided into four different groups. Each representing a different job that needs to be done. Ranging from functional, emotional, societal and individualistic jobs. Each job has their own specific aim or goal. The degree to which a company understands their consumer, so the WHAT, the HOW and the WHY influences how many aims and goals are known and thus can be helped achieved.

THE HOW

HOW a consumer wishes to obtain their goals/aims is divided into the same four types of jobs. Each aim or goal that the consumer seeks to achieve, has its own process and so experience. The degree to which a company understands their consumer, influences how well they are aware of each experience, and thus the more they are aware, the better they can provide desirable experiences.

THE WHY

The 'WHY' is different from the how and the what. It is not divided according to the jobs to be done methodology, this is since these higher reasons are fulfilled by multiple different jobs. Only companies that operate on the highest level truly understand WHY consumers want to achieve their aims and goals in a certain way.

This graduation report was written by Robert Buesink in collaboration with Wonder Inc. and the Delft University of Technology. Wonder Inc. is a strategic design and innovation agency that was founded in 2008. For years they have been working on the creation of a Brand perception model. Wonder inc. believes that brands live in the mind of the consumer, at the intersection of what consumers want and what companies deliver. Their model shows different levels in which companies can provide value to consumers and believe that if on all levels value is delivered, a brand becomes an extraordinary brand. An extraordinary brand is a brand that has become the only choice for the consumer when it comes to achieving a certain aim or goal. During this thesis, a deep dive is executed and presented on how consumers perceive brands and how this fits within the model created by Wonder Inc.. Through literature, qualitative and quantitative research the model is elaborated, tested and improved. The result of the thesis is a deep understanding of how consumers perceive brands and how companies can use this understanding to create more value. This in-depth understanding of how consumers perceive brands resulted in the creation of a Brand Perception Blueprint. In this blueprint, companies can find how consumers perceive their brands and how this perception translates into their behaviour. Moreover, it provides an insight into how companies can best allocate their resources to not only improve the consumer's perception but also influence their resulting behaviour. Lastly, the report presents 'the road to become extraordinary' which is a roadmap that can be implemented by Wonder Inc. in order to transform clients into extraordinary brands.