Brand Relevance

Making Competitors Irrelevant

David A. Aaker

m UNIVERSITAT LIECHTENSTEIN Bibliothek

JOSSEY-BASS
A Wiley Imprint
www.josseybass.com

Contents

Pre	face	xin
1.	Winning the Brand Relevance Battle	1
	Cases: The Japanese Beer Industry and	
	the U.S. Computer Industry	1
	Gaining Brand Preference •	9
	The Brand Relevance Model	13
	Creating New Categories or Subcategories	17
	Levels of Relevance •	25
	The New Brand Challenge	26
	The First-Mover Advantage	30
	The Payoff	34
	Creating New Categories or Subcategories—Four Challenges	39
	The Brand Relevance Model Versus Others	41
2.	Understanding Brand Relevance: Categorizing,	
	Framing, Consideration, and Measurement	47
	Categorization	48
	It's All About Framing	53
	Consideration Set as a Screening Step	62
	Measuring Relevance	64
3.	Changing the Retail Landscape	69
	Cases:	
	Muji	71
	IKEA	73
	Zara	74

x CONTENTS

	H&M	76
	Best Buy	77
	Whole Foods Market	81
	The Subway Story	86
	Zappos	88
4.	Market Dynamics in the Automobile Industry	97
	Cases:	
	Toyota's Prius Hybrid	98
	The Saturn Story	106
	The Chrysler Minivan	110
	Tata's Nano •	115
	Yugo	118
	Enterprise Rent-A-Car	119
	Zipcar	122
5.	The Food Industry Adapts	127
	Cases:	
	Fighting the Fat Battle	129
	Nabisco Cookies	134
	Dreyer's Slow Churned Ice Cream	136
	P&G's Olestra	139
	From Fat to Health	141
	General Mills and the Health Trends	142
	Healthy Choice	148
6.	Finding New Concepts	157
	Case: Apple	157
	Concept Generation	165
	Sourcing Concepts	169
	Prioritizing the Analysis	192
7.	Evaluation	197
	Case: Segway's Human Transporter	' 197
	Evaluation: Picking the Winners	200
	Is There a Market—Is the Opportunity Real?	202
	Can We Compete and Win?	215