Brand Equity Beyond Reach

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Abstract

Reach alone is not sufficient anymore to tell the whole story of the complex media world of today. Brand equity as key engagement measure will support a better media brand management for the media owner, knowing what platforms have which strengths. Sanoma's Brand Health Monitor uses Attitudinal Equity to track and improve its brand performance and multi-channel strategy. Attitudinal Equity as Brand Engagement metric is a powerful KPI for trading, planning and brand assessment.

Keywords

Audience measurement, brand equity, attitudinal equity, Sanoma

Introduction

The vast majority of audience surveys around the globe is still focusing on reach and frequency as their key metric for media planning and trading. The ongoing media fragmentation and the long tail of media brands make traditional audience reach harder and harder: with marketers wanting to know more and more about every bit and piece of media consumption, a growing group of consumers using every digital device to connect with their preferred brands, media owners selling programmatically and trying to seduce internet traffic to places to sell. The desired multimedia solutions, like TouchPoint with a Hub diary survey as base for linking existing currencies, are good attempts to approach the multi-dimensional space of media consumers, but are still proxies.

It is not just measurement issues that make reach as key metric less relevant because also other engagement metrics are becoming more important. With the digital world changing business models for everybody, a key focus for media owners has been to invest in their brand identities and content. In order to understand what media really mean for their audiences, brand equity can be a suitable measure of engagement. The challenge is to be as clear, strong and indisputable as traditional reach metrics currently is. To go beyond reach, we think brand equity can be used as a key metric for media planning.

The award winning and validated concept of Attitudinal Equity (AE) is our key engagement metric that is measured for media brand and the different separate channels of the media brand. Our AE measures the real commitment that the consumer has with the brand, which is also able to fairly accurately predict market share. This paper will show in a study for Sanoma on Home Decoration how to determine brand equity for the media brand as a whole and the different platforms (like the print magazine, the website, the shop or on TV) of that brand within its competitive environment.

Brand Equity can also be interesting for the advertising market, because the more people are committed to a media brand, the more receptive they will be towards advertising. And to focus media planning on engagement could be the thing for the future.

The origin of audience measurement [1]

Audience measurement has evolved alongside media and data collection technologies and illuminates some of the ways that the innovation in media and new forms of media implies further adaptions to our surveys. As long as there is printed press and broadcasting (on the radio) media owners have been interested in their audiences. For the first time expressed in the doctoral thesis of Frank Stanton, the later CBS president: "Since the beginning of radio, the broadcaster has been interested in how the owner of a receiver reacts to the programs presented over the air. Some of the questions to which the broadcaster, whether he is an educator or advertiser, is anxious to secure the answers are as follows:

1. When does the listener use his receiver?
2. For how long a period does he use it?
3. To what station or stations does he listen?
4. Who listens (sex, age, economic and educational level)?
5. What does he do while the receiver is in operation?
6. What does he do as a result of the program?
7. What are his program preferences?

—Frank N. Stanton (1935)

The first broadcaster in 1906 asked on the radio whoever had heard his program to write him, and he got a number of letters from listeners[2]. Later on it was the advertisers who were the driving force behind audience measurement, first individually, later on in Joint Industry Committees (JICs). The first proper readership survey in the UK was carried out in 1939, interviewing 43,000 people with lists of newspapers and photocopied front covers of recent magazine issues to prompt them to recall reading during the most recent period of time related to a publication's publication frequency. Little has changed since then. Digital media have undergone great transformations, but the basic research question is still the need to know the audience. In the past decades the main focus has been on establishing reach as key metric to describe audiences and related measurement issues: in what way do we ask questions, use diaries, and capture signals from devices. Innovation in data collection has driven a lot of these developments, but with changing media habits into the digital space we might have reached the end of the lifecycle of traditional audience measurement. More than fifty years after Stanton formulated the necessary key insights, we must conclude that most of our efforts have focused on the behavioral part (especially the "who" and the "what") and far less on the attitudinal part ("how much" and the "why").

Innovations in data collection

Looking back on the past half century of market research we see that technological innovation has been the driving force for major changes in the way we collect data. As soon as large main frames computers became available for data entry and analysis, market research agencies used them for analysis. After that, information technology continued to become more accessible, such as the (still very large) minis, the desktop computer, the laptop, the internet and now smartphones and registration techniques (passive measurement). At every stage the market research industry has used the newest technologies for data collection (table 1) and with that changed the way we conduct our surveys.

Table 1. History of data collection

Decade	Innovations in data collection
'60-s	main frames: data-entry, tabulation, multivariate analyses
'70-s	minis: computer assisted interviewing (CATI)
'80-s	desktops: large growth in market research agencies offering CATI
'90-s	laptops: computer assisted personal interviewing
'00-s	web interviewing / online access panels
'10-s	smartphones / tablets / social media / big data / data fusion

The introduction of these innovations in data collection were mainly cost driven, but had significant effects on the quality. This had a huge effect on audience measurement as well, shifting from face-to-face as the gold standard for many years, diaries, people meters and the discussion on the use of online panels. Some highlights:

- Face-to-face using paper-and-pencil was very cost effective when salaries for interviewers were low (until '60s)
- Postal / paper was cost effective when response rates were relatively high.
- When telephone interviewing became popular it was very cost effective compared to face-to-face interviewing at home; some audience surveys moved to CATI, others still paid the full price for gold standard of face-to-face (and door-to-door)
- With random digit dialling (RDD) access to all households with a fixed telephone-line was achieved, but later on this advantage disappeared again with the rise of Mobile Only households
- Computer-assisted interviewing had a positive impact on the quality of the data: automatic routing, input control, consistency checks, immediate processing of the data, but low entrance barriers to conduct CATI interviewing increased the interview pressure on respondents and caused high levels of non-response

- With the non-response issue becoming bigger and bigger it turned out a serious threat to data quality, not only because of possible higher selectiveness when the task of the respondent is too heavy, but also because higher dropout means higher costs, more weighting and less reliable results.
- In the '00s, online interviewing appeared to be most cost effective with mainly fixed costs and few variable costs. However, a good online alternative for probability sampling was hard to find. The solution of creating random samples was found in panel research (online access pools), but this requires loyalty programs: respondents are paid to cooperate in surveys. The professional respondent was born and serious doubts on the quality of online panels arose (Nopvo[3]). Mixed mode data collection creates possibilities for adjustments of mode effects (other respondents, other answering behaviour), but can be rather costly (with additional fixed costs and extra handling with different fieldwork management programs).

In the current, second, decade of the 21st century, we still see new techniques entering the arena of data collection: smart phones, social gaming exercises, big data and data fusion. Audience research around the globe has experienced large innovations in primary data collection, which has been responsible for a large increase in the number of respondents and indirectly for the high non-response, causing serious doubts on the reliability (stableness) and validity (selectiveness) of (panel) research results. Though it seems that more data is available, it is based on selective and fragmented sources.

Media Fragmentation

We may have reached the end of the lifecycle of traditional audience measurement. The symptoms are evident: the ongoing media fragmentation among all different platforms and the increasing long tail with the many small niche media brands at the end of it make measurement with a recall methodology very hard. Respondents are not aware of all their (digital) behavior or easily forget, while questionnaires have to be very long to capture all the bits and pieces of media consumption[4]. Passive measurement seems to be the best solution, but here we also have some serious measurement issues:

- the respondents who are willing to put software on all their devices may be very selective
- how long is a feasible period of time to be followed on all digital behavior, when will they drop out and create missing data and even more selectiveness
- who is behind the screen and in what condition (doing something else, asleep, working, not paying attention at all)
- other panel effects such as respondents being aware of being followed might change their behavior
- To get the full multimedia picture we still have non-digital media as well (print, out-door).

Data fusion of all existing currencies in one market, using a hub survey with media diary information, the so-called Touch Points initiatives[5], seems to be a logical step. However, this will always be a sort of a proxy solution, because the strength of these solutions heavily depends on the strength of the relation between the common (hooking) variables and the media behavior of interest. It is impossible to find one set of hooking variables able to explain all variances in media behavior.

Nowadays, some audience measurement introduces Brand Centric approaches. This is a relevant development because media owners are also developing cross-media brands. A brand such as National Geographic has several magazines, TV channels and sites. Bloomberg Media has Bloomberg labels for Print (Bloomberg Businessweek and Bloomberg Markets) and TV (Bloomberg TV) as well as digital (Bloomberg Media). And there are more of course. So if multimedia brands are built, then they should also measure them using a Brand Centric approach. The aim of Brand Centric measurement is of course to get the duplication of media across platforms right, by asking (single source) which content of one brand is consumed on the different platforms. This could be used to fuse with other currencies or by using a recall methodology to establish multimedia audience levels. So, Brand Centric sounds like a logical solution to catch the fragmented media within a brand context, but it brings back the measurement issues (shortcomings of recall, issues with passive and different sources/fusion).

Instead of focusing on all these drawbacks of each methodology, we can also use one of the strengths of survey research: we can ask questions, not on behavior only, but on what they feel and think, and what they think is important in the brands they use or consider. We know that questions on factual behavior (in the past) are not making our surveys very attractive to respondents. Instead of putting in so much effort to get all the fragments of media behavior right we use the moment of contact with the respondent to ask questions on attitudes, feelings and motivations. In this way we can establish forms of brand engagement that are better metrics and lead to better prediction of brand performance in the market.

Better prediction with Brand Engagement

The whole concept of reach as key metric for trading and planning is the assumption that past behavior is the best prediction of future behavior, and that the media world isn't changing overnight. Unfortunately what we have seen in the last decade is that the media landscape does change drastically due to the digital revolution: more devices to consume media, new (social) media, increase of non-linear consumption, a younger generation which is not used to traditional media at all, rise (and fall) of all kind of small niche brands. It is not only that brand loyalty is less, but also that a lot of consumers are not aware of what media content is consumed on digital device: media content is embedded in other sites, people click on social media which redirect them to places on the web they aren't aware of and advertisements are sold programmatically.

Reach having been the superior metric in the past 50 years, lies in the fact that it combines a very powerful aspect with a vague assumption: Reach provides a clear connection between the consumer and the media expression and this should be a good prediction that content of the vehicle involved is also consumed by (large parts of) the receivers. Despite the disclaimer that reach is an 'Opportunity to See' (OTS) and not a 'Certainty to See' (CTS), in practice media planners use reach as the word suggests: who is reached and how often?

The concept of reach has been questioned of course. Main concerns are on the actual media consumption (are they watching a screen when a program is on, reading each page of a paper from front to back?) and on the working of the mind in recall methodologies. Media researchers have spent an enormous amount of time on testing, publishing and discussing ways to overcome the drawbacks of recall as a method to report behavior. This is especially true for print audiences, where we have problems with parallel reading, pile reading and nowadays doubts about the ability to capture fragmented, clustered or unconscious behavior. Nevertheless audience measurement with reach as central KPI has survived because it is a very clear, simple and powerful concept, and it provides the data to do all kind of modeling, projections and predictions with the proper Reach & Frequency algorithm.

At the moment the concept of reach is more under pressure than ever before. With the traditional media (print, radio and TV) suffering from the digital media revolution also the budgets are shifting. It is getting harder to finance the costly large-scale traditional audience surveys, and new digital analytic platforms are providing day-to-day information which are far more actual and actionable than the mostly annual planning databases which the JICs are delivering at the market (too late).

Brand Equity: one size fits all?

There is a broad consensus in the media industry that engagement of consumers with the media brands can and will be a stronger metric than reach alone, but will Brand Engagement be the alternative to traditional R&F planning or just an additional nice-to-know? And which kind of Brand Engagement metric do we take? Although brand and media engagement has been around within the media industry for a while, there is not a broad consensus on which metric to take as central one. This disagreement on the metric doesn't help to get engagement to be central, because several concepts are suggested (by different agencies), but none has been that universally accepted as reach.

There are several ways in which Brand Engagement can be measured. The behavioral metrics such as time spent (reading print, watching TV, visiting sites, using apps) suffer from the same symptoms as reach: how do you measure it properly in a highly fragmented media world? Other candidates lack a form of neutrality when it comes to media. Measures such as trustworthy, entertaining, reliable might be relevant for one title or channel but aren't always that important for all, and therefore unsuitable for using as one central metric: some channels want to be entertaining, others trustworthy; others want to be talked about. Other metrics such as advocacy (a brand I would recommend), call to action, have a personal dimension which makes them less useful (not every consumer is inclined to recommend as much as others or take action).

An attitudinal approach to measuring brand equity is highly common in marketing research. It essentially aims to reflect the attractive power of a brand beyond the physical product or functional services itself, before even considering the features of any particular product item from that brand. In an attitudinal approach we can include constructs such as beliefs, evaluations, attitudes, intentions or inclinations to behave in a given way that favors the brand, but clearly not evidence of actions themselves as measured and analyzed in a behavioral approach. The goal is to understand and assess how consumers hold brands in their minds. Most appropriately, the brand equity of a focal brand should be assessed relative to its competing brands in the same product or service category.

In this paper we would like to propose the award winning concept of Attitudinal Equity (AE) as key metric for Brand Engagement or Brand Equity. The measure was introduced by Synovate's Janie Hofmeyr as part of the 'Brand Value Creator' and has none of the objections above. It has several features that make it an excellent candidate for replacing reach as key metrics or at least to make it a value addition:

- It is a transparent concept, no black box, described in the public domain
- It requires an elegant set of questions, adapted to the relevant set of brands for each respondent
- It is a central concept in branding and communication studies, but also in other fields such as loyalty
- It has a strong correlation with brand penetration or market share; in media we could consider it a good proxy of reach
- It is a percentage between 0 and 100%, which makes it suitable to be used in media planning.

How AE works

Ideally the AE follows a category approach: for a certain domain we ask the respondent to indicate his or her relevant set of brands. These are in general the brands considered or those used in that particular category. So, although there is a huge variety (long tail) of brands in the market, on an individual level consumers limit their evoked set to just a couple of brands. For this set, which is different from respondent to respondent, one or more brand performance questions are asked, which should reflect to which extent brands are able to fulfill the needs of the respondent in that particular category. The choice of the brand performance statement is free depending on the particular category, as long as it has minimally a 7-point scale. Examples of brand performance are:

- How would you rate the overall performance of brand X

- To what extent has brand X personal meaning
- How closely do you feel connected to the brand X

Next step is to calculate AE scores for each brand in the relevant set. This is done based on the Zipf distribution. The theoretical background is fully described in the Award winning paper "A new measure of brand attitudinal equity based on the zipf distribution". In short, the formula looks like this:

$$AE_j = \frac{1}{Rank_j^s \left[\sum_{i=1}^{m}\left(\frac{1}{Rank_i^s}\right)\right]}$$

Where j is brand being scored, m the number of brands in the relevant set of respondent and s is an exponent characterising the distribution, based on a benchmark database for all categories. In the following tables the calculation is explained in more detailed steps.

- In table 2 we see some rating score for four respondents for in total 11 brands in a particular category
- It is clear that every respondent has a different set, and gives a different rating
- In table 3, these ratings are transformed to rankings. Tie rankings are given an average ranking score
- Using the formula above, the rankings are input to calculate the AE (with s=2.2)
- If these four respondents represented the total market, the average AE will reflect or come close to brand penetration or market share.
- In table 4 we can see that brand 4, although it has exactly the same rating (a 7, 8 and 9), will have more than double AE, the highest in the market, because the 8 is for the first respondent the $2^{nd}/3^{rd}$ value (tie), but for the third respondent has the highest rank.

Table 2. Ratings

Resp#	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5	Brand 6	Brand 7	Brand 8	Brand 9	Brand 10	Brand 11
1	10	8	8	7	5	-	-	-	-	-	-
2	-	-	9	9	8	7	6	5	-	-	-
3	7	7	7	8	-	-	-	5	5	5	-
4	-	10	-	-	-	9	9	8	-	7	7

Table 3. Rankings

Resp#	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5	Brand 6	Brand 7	Brand 8	Brand 9	Brand 10	Brand 11
1	1	2.5	2.5	4	5	-	-	-	-	-	-
2	-	-	1.5	1.5	3	4	5	6	-	-	-
3	3	3	3	1	-	-	-	6	6	6	-
4	-	1	-	-	-	2.5	2.5	4	-	5.5	5.5

Table 4. Derived AE-score

Resp#	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5	Brand 6	Brand 7	Brand 8	Brand 9	Brand 10	Brand 11
1	74.5	9.9	9.9	3.5	2.2	0.0	0.0	0.0	0.0	0.0	0.0
2	0.0	0.0	40.8	40.8	8.9	4.7	2.9	1.9	0.0	0.0	0.0
3	6.7	6.7	6.7	75.4	0.0	0.0	0.0	1.5	1.5	1.5	0.0
4	0.0	73.5	0.0	0.0	0.0	9.8	9.8	3.5	0.0	1.7	1.7
Avg	**20.3**	**22.5**	**14.4**	**29.9**	**2.8**	**3.6**	**3.2**	**1.7**	**0.4**	**0.8**	**0.4**

The nice features of this AE score include that for one respondent the AEs for all brands add up to 100%, and for a given brand the AEs over all respondents add up to market share.

Validation

The Attitudinal Equity has now been for used in many markets around the globe for a lot of different categories. There are two elements that need further investigation:

- What to use as the exponential value s in the zipf formula?
- Does the AE distribution really resemble the market share distribution?

Given the huge database of studies carried out around the world, we are in the position to allow benchmarking. The exponential value s as a universal value is derived as a function of the number of brands rated in the relevant set for all kind of different categories in all kind of different markets. More detail on this can be found in the paper.

The claim that AE distribution will be highly correlated with market share needs further explanation. If AE is an expression of 'brand love' or engagement it can't be matching fully with market share because market barriers (like promotion, distribution, out-of-stock) sometimes avoid consumers buying the products they really want. In the BVC model these market barriers are estimated separately. Nevertheless, we should expect a high correlation and this is also found in the benchmark database. Comparing claimed behaviour with AE within a study on the database shows correlation (R) above the 0.7, still better than other within-study measures.

Comparing with real market share (fig 1.) shows even higher correlations (>0.95). It is not surprising that the highest deviations between AE and market share are with the smaller brands, because they suffer more from market barriers than larger brands (which have more capabilities to dominate the market with distribution or promotion).

Table of models and correlations

Linear model:	$y = 1.13x$;	Adj $R^2 = 0.89$
Quadratic model:	$y = 0.025x^2 + 0.51x$;	Adj $R^2 = 0.92$
Cubic model:	$y = 0.001x^3 - 0.04x^2 + 1.08x$;	Adj $R^2 = 0.93$

Table of p-values for cubic model terms

x^3 $p = 0.0000$; x^2 $p = 0.0405$; x $p = 0.0008$

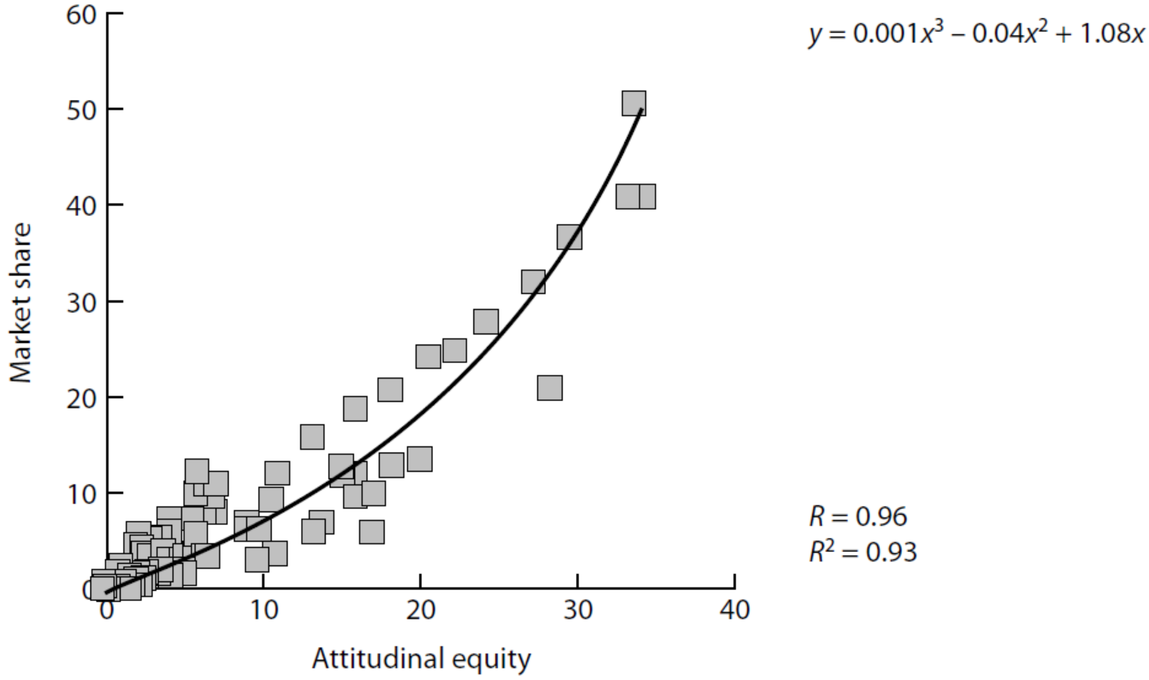

Figure 1: correlation between AE and market share

Other features

Since its introduction in 2006 the AE has gained a lot of territory in brand performance measurement[6], but also outside the traditional branding and communication areas. For loyalty studies, where the NPS has been promoted as the one and only measure, the AE is also applicable and even a better metric. NPS fails to take into account the competition and it heavily relies on the aspect of 'recommendation', which is respondent-dependent (if a service is well received some might be willing to recommend, but others, no matter how great the service was, will never consider recommendation because it is not their personal attribute to do so). In tracker studies where NPS score might not reflect movements in the markets, because it doesn't take into account competitors' activities, an AE score is better in picking up sentiments among customers.

Central aspect for the AE is the category approach: we ask consumers to indicate and valuate the relevant set of a branch, given a particular domain. This might work well for FMGC markets but less for media, because media aren't always consumed with a particular purpose, and some media don't have a clear domain. We could argue that some consumers are looking for news and therefore take different media in consideration, and others are looking for entertainment, but many times these domains are overlapping. However we can apply AE to media as well by limiting the set of media those consumers are aware of and mentioned to have used in a certain time period (last 30 days). Once we have established this relevant set, we can apply the AE method for media as well.

We may conclude that AE is a perfect candidate for measuring brand engagement for media. Because it has a high correlation with market share it might be a good alternative for reach as a central metric for trading. A high AE score for your brand reflects a good brand performance, commitment of your audience, better reception of your content.

The Sanoma Brand Health Monitor

An excellent example of the use of Brand Equity for media research is the Brand Health Monitor, a tracker study for Sanoma brands in the Dutch market. Sanoma is one of the big international media groups, based in Helsinki and originating from and with a very strong position in the Nordic European countries. In the Netherlands, Sanoma, in combination with SBS Broadcasting, has several strong brands in different categories, which are present on different media and platforms: TV channels, print titles and digital labels (see figure 2 below).

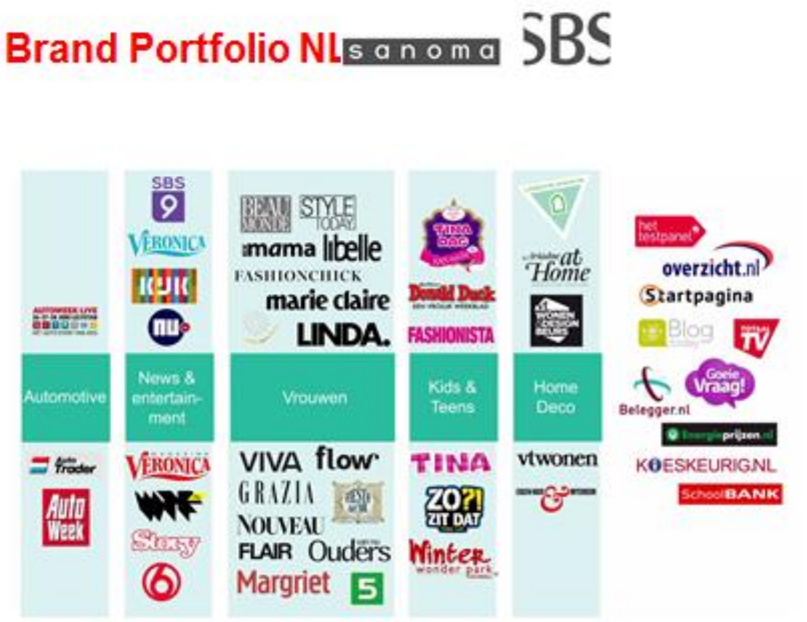

Figure 2: the Sanoma brand portfolio in the Netherlands

Instead of measuring only reach on the different media, for Sanoma it is important to see how the brands perform and evolve on the different platforms and how they contribute within the competitive landscape. The Brand Health Monitor, using the Brand Equity approach is focusing on 13 different categories, with in each of them one or more Sanoma brands and (sub-)labels (see figure 3). The specific domains which Sanoma is tracking actively in the Brand Health Monitor in the Netherlands are three News categories (General News, Sport News, Business News) around the NU news brand (with Nu as main brand and sublabels Nu-Sport and Nu-zakelijk), four Search, Information & Comparison sites (Search Engines & Guides, Product Comparison, Q&A, Investments), TV-related sites (TV on Demand, Entertainment Guide), Automotive (Content and Occasions), Lifestyle (Women Online, Fashion & Beauty, Home & Decoration).

Figure 3: Sanoma brands within the categories

To illustrate how to integrate a Brand Equity approach we will focus here on the Home Decoration category. The category approach is assuming that consumers who are 'into' the category (who are interested in this category) are looking for brands to help them fulfill their specific needs regarding this category, for instance "Home Decoration", with the Sanoma brand "vtwonen". Consumers have different needs (as different as information, recognition, background, or interest in lifestyle around home decoration) and they also have different experiences with and perceptions of brands which might be able to deliver the content they need. They all valuate the brands in their evoked set on how these brands perform.

Figure 4: touchpoints of vtwonen

The question used to establish Brand Equity in the case of the Brand Health Monitor for Sanoma is ‘closeness to the brand’ as an expression of how well the brands in the category fulfill these needs[7]. This question is only asked to respondents who consider the brand or have used it in the past, the so-called relevant set of brands. The questions are asked as well for the brands in “Home Decoration” in general, as well as for the different media types / touchpoints (print, website/apps, TV program, web shop), each with a different competitive set. The Sanoma brand *vtwonen* (abbreviation of “free time living”) was originally a pure print magazine, but has nowadays touchpoints/labels on all platforms (figure 4).

The typical way to investigate brand performance using Brand Equity is to evaluate the funnel: drilling down the brand loyalty among the journey from awareness to familiarity, and from consideration (evoked set) to preference and brand love, which is our brand equity measure Attitudinal Equity (AE).

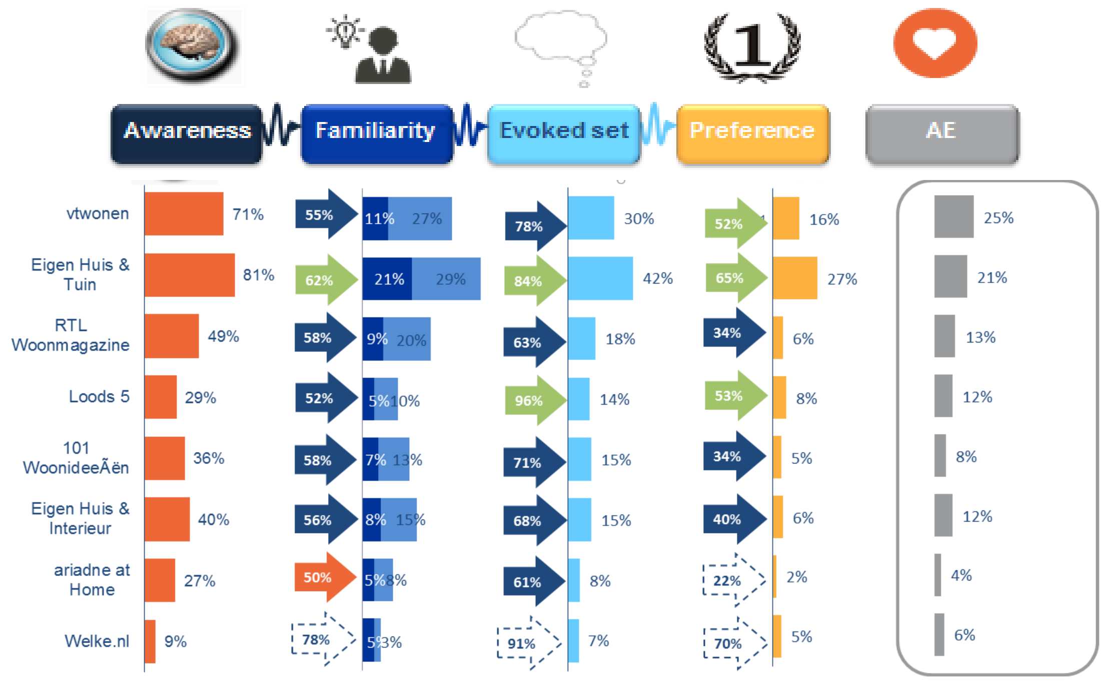

Figure 5: brand funnel analysis on Brand in general

The power of a brand funnel analysis lies in the ability to distillate precisely where in this causal chain brands are better in converting consumers to the next step (the arrows in the figure above). The AE as end goal is at the same time the best predictor of future brand usage. Additionally, for each step in the funnel there is the possibility to analyze the key driving forces: what are the most discriminating factors causing high or low conversion rates from one step to the other. This kind of driver analysis to improve your brand performance is impossible to do on reach, which is more a reflection of the past and purely behavioral. To improve your brand you need to look at attitudinal, because that is driving brand usage in the long run.

The purpose of this paper is not to go into the complete brand funnel analysis of the Brand Health Monitor in full detail, but more into what Brand Equity can deliver - for instance in case of *vtwonen* within the Home Decoration category. As can be seen in fig. 5 the *vtwonen* brand (on general brand level) is not the strongest brand in awareness, familiarity, evoked (consideration) set or brand preference, but on AE it holds the number one position. This means that *vtwonen*, the strongest overall brand, will be able to gain the best market share.

In figure 6 we see how *vtwonen* still holds a strong number one positon on the print platform with the printed magazines. Also the website *vtwonen* has the best performance, but on the web shop and on TV programs there are some strong competitors. In the category as brand in general *vtwonen* is the strongest brand.

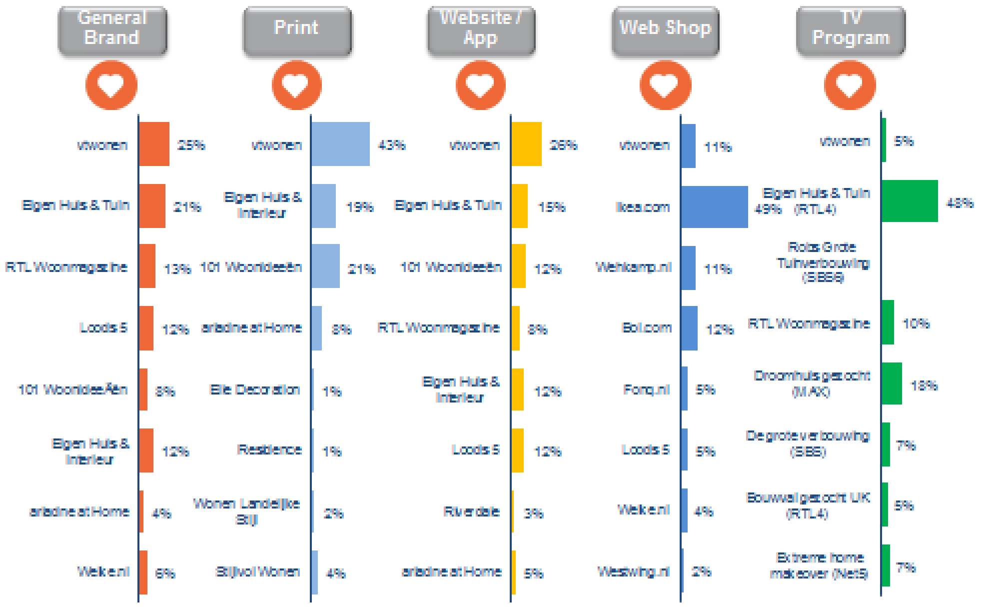

Figure 6: AE score per medium type

One Brand Strategy

Of course this is only a flavor of the results, but it shows the ability to measure performance on different platforms without measuring fragmented reach on the usual granular level of ratings, grp's and page views. Also it allows for deriving the relation between the brand as a whole and different platforms[8]. For Sanoma and *vtwonen* this kind of multi-platform performance is extra relevant because of the new "one brand" strategy of *vtwonen*, to make the brand "The total 'shoppable' experience through multiple touchpoints" (fig. 7).

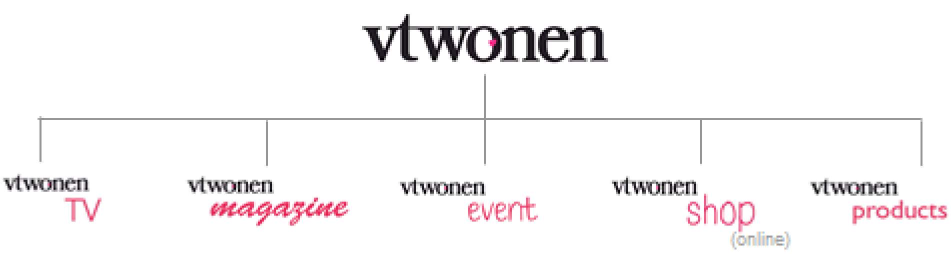

Figure 7: vtwonen touch points

The “360” one brand strategy included rebranding labels under the *vtwonen* umbrella, launching a TV format, creating the *vtwonen* Event, improvement of the shop and increase of product licenses. From the development of the overall brand in general as well on the different platforms based on equity data provided, Sanoma was able to see that the strategy was very successful. Other external indicators (figure 8) showed very positive indices as well.

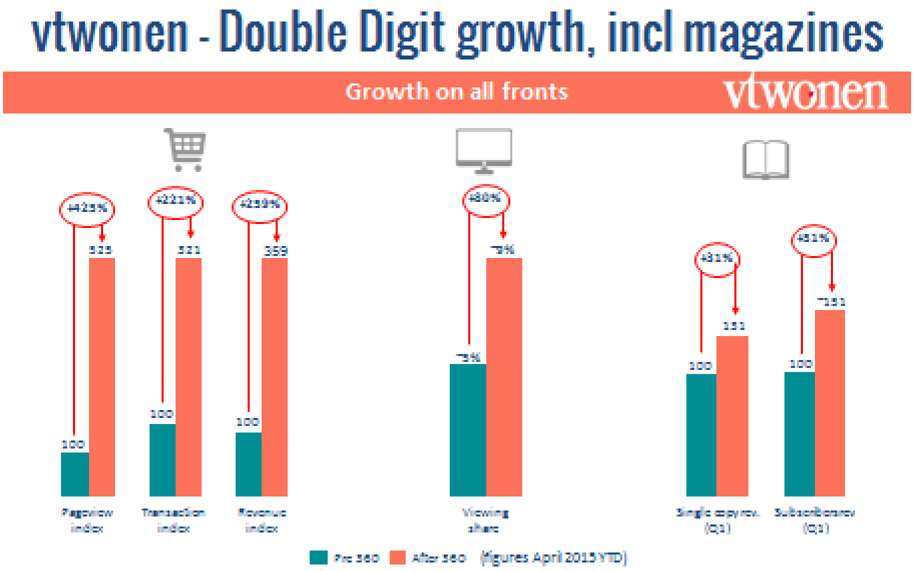

Figure 8: impact of one brand strategy

Conclusion on vtwonen

For a brand owner such as Sanoma it is important to keep track of brand performance in relation to the marketing efforts. AE provides actionable insights by deriving the contribution of different platforms (touchpoints) to the brand in general, it enables to drill down the funnel within the competitive landscape and offers the possibility to improve brand performance based on the results of key driver analysis. For the *vtwonen* brand, with a strong overall general brand equity, the one brand strategy resulted in double digit growth. The AE was an excellent indicator of brand strength.

Media Planning using Attitudinal Equity

We have seen how Brand Equity helps in trading your brand and in empowering your brand, but can we use AE also for media planning?

Attitudinal Equity can be useful for trading, showing the commitment towards brands in a competitive context; it can be an actionable metric for improving the performance of your brand, analysing key drivers which determine why consumers love some brands more than others. But can we also use it in media planning?

One of the nice properties of the AE is that it divides each individual brand engagement into proportions, which add up to 100% in total on all brands. So for each brand we can multiply within an R&F model the audiences/reach with this proportion to get the engaged audience. No matter if we are dealing with one vehicle, or multiple, with one platform or multiple; at the end of the modelling we just have to multiply the (joint) probability for each respondent with its AE score.

Despite this elegant adoption to the traditional R&F model there is of course one major consideration we have to address: we can't use AE without the combination of reach metrics! In multi-media planning we need to specify which vehicles are used in the plans: placing ads in magazines spot on TV or doing any digital advertisement on sites or within apps. So when it comes to planning, AE can only be an additional feature, showing the engaged audiences, and only if there is a broad acceptance that AE is the key metric to measure engagement.

Overall conclusion

Reach as the one and only metric for media brand performance is under pressure. Despite the big improvements in (passive) measurement in the past decades, the fragmentation of media behaviour of the (digital) consumer has made single source multimedia planning an almost impossible operation. Data fusion initiatives as Touch Points where different currencies are combined are trying to meet the growing need to have real multimedia insights, but they can and will always be no more than good proxies of reality. A Brand Centric approach, using a Hub survey to establish the right connection between different platforms, is a step in the right direction but will have measurement issues as well. When we focus on reach alone we are actually losing sight on the attitudes, motivations and evaluations of the consumer. Reach is always a reflection of the past; with an attitudinal approach like brand engagement we can focus on the future and strengthen brand performance.

The award winning Attitudinal Equity is an elegant way of measuring Brand Engagement. It has been successfully deployed in many fields of Marketing and Loyalty research. For audience measurement it can be a replacement for trading purposes, a valuable addition for planning and it offers the ability to do driver analyses to improve brand performance.

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1 This section is based on "From Prime Time to My Time: audience measurement in the Digital Age", by Andrew Green (2010) and "Effective Print Media Measurement: audiences … and more", by Micheal Brown (1999)

2 "The Audience Measurement Business," from Ratings Analysis: The Theory and Practice of Audience Research. James Webster, Patricia F. Phalen, Lawrence W. Lichty

3 The effect of Panel Recruitment and Management on Research Results, Nopvo 2006, Esomar Seminar on Panel Research, Barcelona 2006

4 On the Ipsos Affluent Europe Survey, formerly known as EMS, this problem is solved by introducing a Random Block Design only asking questions on 50% of the media titles and fusing the other half . More information in "Less questions, more data: Revitalizing the European currency in single source affluent audience measurement", by Harm Hartman (2011), PDRF San Francisco

5 IPA Touch Point UK, USA TouchPoints, Touch Point Canada, Media Tijd NL, and many more

6 There are more than 20,000 studies run (over 5 million interviews), in more than 90 markets in over 150 categories, from agriculture to white goods. Among the clients using AE you can find 7 of Interbrand's top 10 most valuable brands

7 The reason to deviate from the original two questions usually used for Attitudinal Equity ('overall performance, personal meaning/relation') is to limit questionnaire time and because 'closeness' is the best proxy of what brands want to establish

8 There is a variety of methodologies to derive or construct a general brand equity from the different platforms, in this case the brand in general was asked split run as a separate estimate.