

For: CMOs

Measure Brand Resonance With The TRUE Brand Compass

by Tracy Stokes, Roxana Strohmeier, and Chelsea Hammond, Ph.D.,
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KEY TAKEAWAYS

Brands Have To Work Harder Than Ever To Win Consumer Mindshare

Traditional brand metrics like purchase intent and satisfaction don't provide enough insight into who will win the battle for consumer mindshare. Marketers need to know how their brand resonates with consumers in ways that drive preference, strong referrals, and pricing power.

Marketers Must Build A TRUE Brand

Forrester's advanced analytics reveal that brands that resonate with consumers are considered trusted, remarkable, unmistakable, and essential (TRUE). A TRUE brand has an emotional connection with consumers that protects it from competitive threats and price discounting.

Trust Is The Dominant Driver Of Brand Resonance

All four TRUE dimensions work together to affect brand resonance. But when prioritizing a dimension to focus on, marketers should begin with trust. Trust has the highest independent relationship with brand resonance; without it, your brand will be vulnerable to competitive activity.

Measure Brand Resonance With The TRUE Brand Compass

Landscape: The Brand Experience Playbook

by [Tracy Stokes](#), [Roxana Strohmeier](#), and [Chelsea Hammond, Ph.D.](#)

with [Reineke Reitsma](#), David M. Cooperstein, Alexandra Hayes, Ryan Morrill, and Elizabeth Perez

WHY READ THIS REPORT

Technology-empowered consumers today have access to more information on brands than ever before and demand more of these brands. In turn, chief marketing officers (CMOs) are challenged to understand where they should focus their efforts to secure mindshare and market share. This report reintroduces Forrester's trusted, remarkable, unmistakable, and essential (TRUE) brand compass with new consumer insights that enable CMOs to discover where to steer their brand building journey to build a strong brand resonance across the new landscape of the brand experience. The four attributes of a TRUE brand — trusted, remarkable, unmistakable, and essential — directly influence brand preference, referral, and premium pricing and ultimately build brand resonance. This is an update to a previously published report; Forrester reviews it for continued relevancy and accuracy and updated it with new data.

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Related Research Documents

[Chart A New Course For A Connected Brand Experience](#)

October 23, 2014

[Brand Experience Redefines Brand Management](#)

September 3, 2014



CONSUMERS DEMAND MORE FROM BRANDS

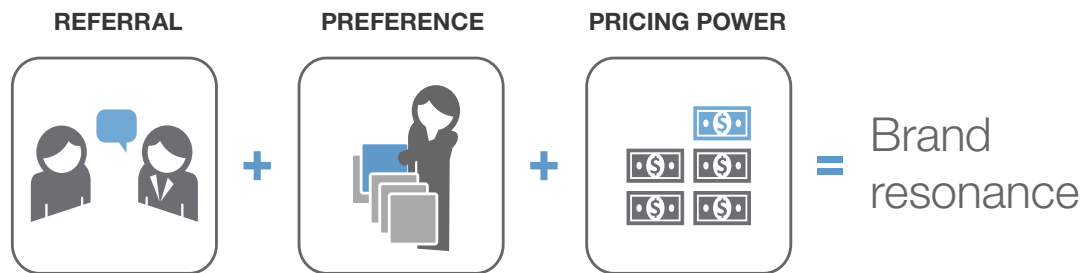
In the age of the customer, consumers' expectations of brands are on the rise. Armed with more information on more devices in more places, these perpetually-connected consumers are telling brands where, when, and how they want to engage.¹ To adapt to consumers' new expectations, marketers must shift from a company-centric brand management approach that controls the brand as an asset to a customer-centric mindset in which CMOs lead the brand experience across all touchpoints. Forrester introduced the TRUE brand compass to help marketers chart a new course for their brand to win mindshare and market share in this new world.² Between February 2013 and February 2014, Forrester fielded a series of quarterly online surveys in North America that explore consumers' attitudes about specific brands as well as what influences those perceptions and ultimately enables marketers to win consumers' dollar.

Marketers Must Secure Brand Resonance

Brands must achieve strong resonance with consumers to win the battle for mindshare, the critical battleground for the new brand experience. Professor Kevin Lane Keller notes that brand resonance is “where customers feel a connection or sense of community with the brand and they would miss it if it went away.”³ To give deeper insight into consumers' attitudes about brands, Forrester identified three key success metrics for securing brand resonance in this consumer-empowered world (see Figure 1):

- **Preference over other brands.** Brand preference measures whether a consumer is likely to choose a brand's product. While this has long been tracked in brand health studies, Forrester goes further to identify preference over other competitive brands — the ultimate indicator of a strong brand. It measures not only that a consumer will choose Tropicana but also that she will choose Tropicana over Minute Maid, Coca-Cola over Pepsi, Starbucks over Dunkin' Donuts, or Amazon over Wal-Mart.
- **Referral.** Brand referral measures how likely a consumer is to recommend your brand to friends and family. Brand referral is highly influential because consumers trust brand recommendations from friends and family above all other channels of marketing communications. For example, 67% of US and 61% of European (EU-7) online consumers trust brand or product recommendations from friends and family. That number is higher than any other form of marketer-driven communication. Consumers also trust another form of referral — consumer reviews. Forty-eight percent of US online consumers trust consumer reviews, just behind professional reviews at 55%. And more Europeans trust consumer online reviews than professional reviews, at 40% and 36%, respectively.⁴
- **Willingness to pay a premium price.** This measures how likely a consumer is to pay more for a brand's product or service, even when a competitor's offering is cheaper. The ability to command a premium price is a sign of a strong differentiated brand and business. It indicates that the brand is resilient to price erosion, discounting, and private-label brands.

Figure 1 Three Success Metrics Secure Brand Resonance



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Uncover The TRUE Emotional Drivers Of Brand Resonance

To secure the success metrics of referral, preference, and pricing power that drive brand resonance, marketers must make an emotional connection with their customers. Through advanced analytics, Forrester identified four key emotional dimensions. These four dimensions are TRUE: trusted, remarkable, unmistakable, and essential. When working together, these four TRUE dimensions each significantly affect brand preference, referral, and pricing power, which in turn drive brand resonance (see Figure 2-1):⁵

- **Trusted brands create an emotional connection with consumers.** Consumers demand that brands prove that they are worthy of their confidence and commitment. Consumers trust a brand that they believe will deliver on its promise. Trusted successful brands make connections with consumers on an emotional level, generating a bond based on goodwill and credibility.

Why establishing trust matters: Of the four TRUE dimensions, trust is the most critical component to develop and maintain because it has the highest correlation with brand resonance, willingness to recommend a brand, willingness to pay a premium for a brand, and preference for that brand over others like it. The influence of trust is so strong that even if a brand scores high on each of the other three dimensions of TRUE but low on trust, overall brand resonance will be lower (see Figure 2-2).⁶ Key drivers of trust are meeting consumers' needs, providing a consistent experience every time they use the brand, and providing good value (see Figure 3).

- **Remarkable brands capture consumers' attention.** Brands must work harder today to capture consumers' attention through the clutter of social media and multitasking distractions. Remarkable brands get people talking; they are worthy of a conversation. And while long-term brand health is grounded in connecting with consumers in meaningful ways, brands must also delight consumers to stay relevant.

Why being remarkable matters: Being remarkable is necessary to set a brand apart in a crowded landscape. However, our analysis shows that being remarkable does not have an exclusive impact. Rather, it acts like a magnifier to enhance the influence of the other three TRUE dimensions of brand success. If your brand is already trusted, unmistakable, and essential, being remarkable will stimulate brand conversations to further strengthen your brand resonance. Key drivers of remarkable brands are providing personalized service, having the highest-quality products, and having a presence on social networks.

- **Unmistakable brands create unique consumer experiences.** Unmistakable brands make consumers feel special or offer experiences unlike those provided by competitors. This can come from a brand's messaging, actions, products, or services. In a crowded market landscape, unmistakable distinctiveness will propel a brand to the forefront of a consumer's mind.

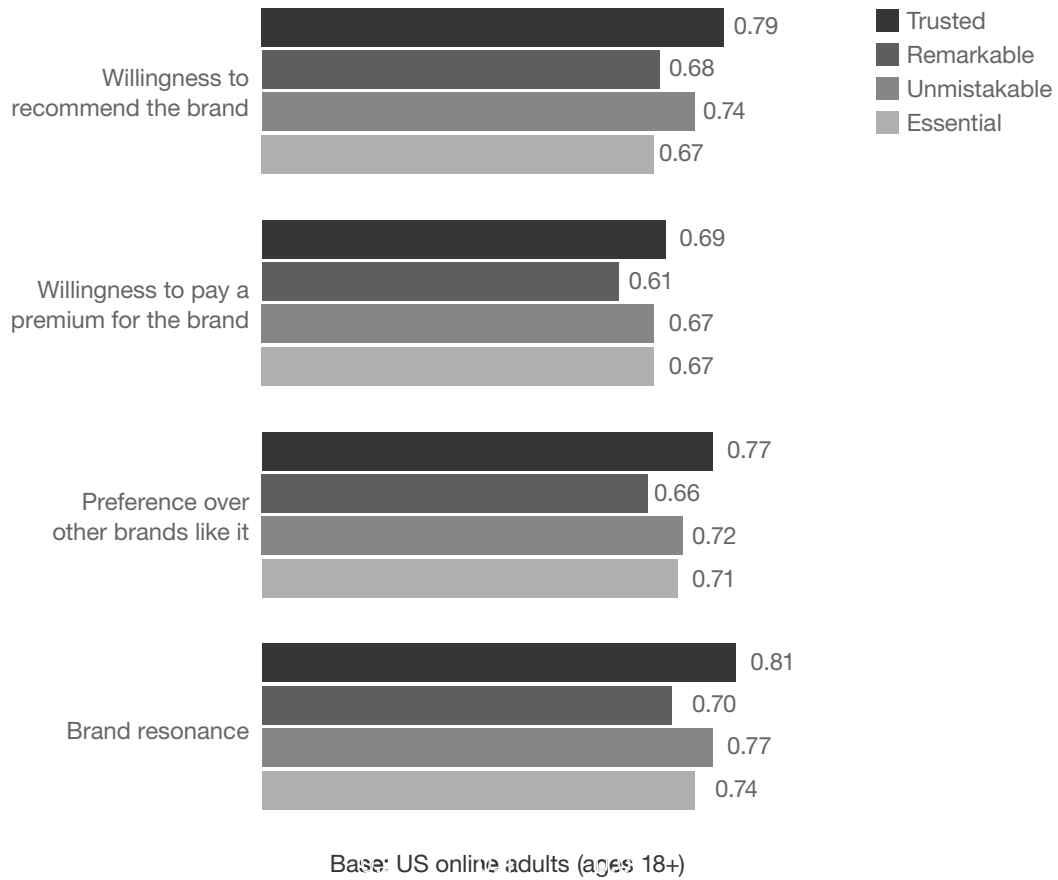
Why being unmistakable matters: Being unmistakable is second only to brand trust in terms of the correlation that affects brand resonance. But like being remarkable, it doesn't act as a standalone driver. Instead, it enhances brand resonance by creating a unique brand experience that sets your brand apart from the competition and generates emotional connections leading to preference and referral. Key drivers of being unmistakable are having high-quality products, providing a personalized service, and being endorsed by celebrities.

- **Essential brands are integrated into consumers' lives.** Brands that are essential cause consumers to go out of their way to choose them over a competitor; it would be a compromise to settle for another brand. Being essential is a foundational characteristic of a healthy brand because it's built on personal relevance. When a brand is essential, a consumer will wait for the interstate exit with the McDonald's instead of the one with the Wendy's. And she will use the store locator app on her phone to find the closest Starbucks instead of settling for the closest Dunkin' Donuts.

Why being essential matters: Like trust, being essential plays a strong independent role in brand building. Being essential complements trust, as it drives willingness to pay a premium. A partial correlation analysis shows that essential has a small independent influence with willingness to pay a premium.⁷ Key drivers of being essential are being endorsed by celebrities, having products that meet consumers' needs, and having a high-quality product offering.

Figure 2 TRUE Brand Dimensions Correlate With Brand Resonance

2-1 | All four TRUE dimensions affect brand resonance



Source: Forrester's North American Technographics® TRUE Brand Compass Survey, Q1 2013; Forrester's North American Technographics TRUE Brand Compass Survey, Q2 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q3 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q4 2013; and Forrester's North American Consumer Technographics Brand Compass Survey, Q1 2014

Figure 2 TRUE Brand Dimensions Correlate With Brand Resonance (Cont.)**2-2 | Trust has the biggest independent impact on brand resonance success metrics**

Base: US online adults (ages 18+)

Note: Data shows partial correlation of TRUE brand dimensions with willingness to recommend, willingness to pay a premium, preference over other brands, and brand resonance.

Source: Forrester's North American Technographics® TRUE Brand Compass Survey, Q1 2013; Forrester's North American Technographics TRUE Brand Compass Survey, Q2 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q3 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q4 2013; and Forrester's North American Consumer Technographics Brand Compass Survey, Q1 2014

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Figure 3 The Key Drivers Of Brand Resonance

	Drivers of TRUE dimensions				
	Resonance	Trust	Remarkable	Unmistakable	Essential
Have products/offerings that meet my needs	✓	✓*	✓		✓
Provide good value for the money	✓	✓		✓	
Have the highest-quality product/offering	✓	✓	✓	✓*	✓
Provide a consistent experience every time I use the brand	✓	✓		✓	✓
Are endorsed by celebrities or athletes	✓		✓	✓	✓*

Base: US online adults (ages 18+)

Note: Chart shows top five drivers of brand resonance. There are other significant drivers of brand resonance and of each of the TRUE dimensions that are not shown.

Source: Forrester's North American Technographics® TRUE Brand Compass Survey, Q1 2013; Forrester's North American Technographics TRUE Brand Compass Survey, Q2 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q3 2013; Forrester's North American Technographics TRUE Brand Compass Online Survey, Q4 2013; and Forrester's North American Consumer Technographics Brand Compass Survey, Q1 2014

*This is the top driver for the trust dimension; the top dimension for remarkable is to "provide a personalized service/experience."

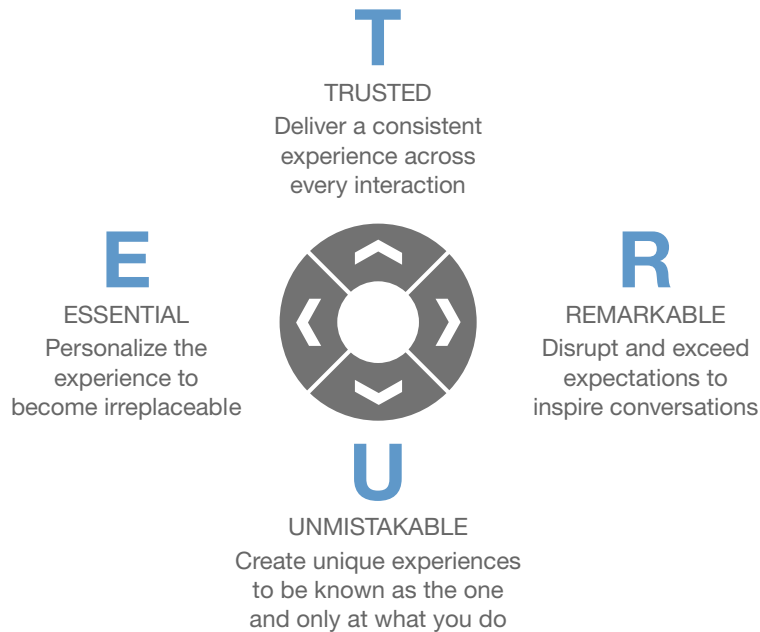
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INTRODUCING THE TRUE BRAND COMPASS RANKING AND SCORECARD

Forrester's TRUE brand compass is designed to guide marketers to achieve the right balance of being trusted, remarkable, unmistakable, and essential (see Figure 4). The TRUE brand compass analysis shows a brand's overall resonance as well as the strengths and weaknesses on each of the TRUE dimensions.⁸ The TRUE brand compass analysis has two core components: 1) An overall TRUE brand compass ranking gives a snapshot of a brand's resonance and 2) the TRUE brand compass scorecard reveals a brand's progress along each of the four TRUE dimensions.

Figure 4 Forrester’s TRUE Brand Compass Guides Your Brand Building Journey



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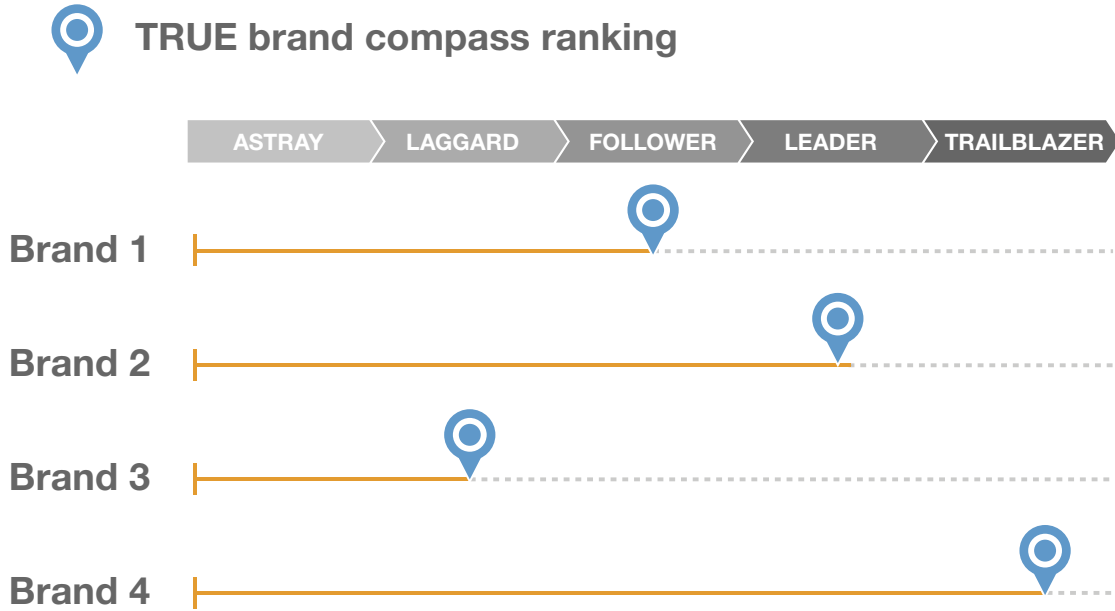
1. TRUE Brand Compass Ranking Reveals A Brand’s Resonance With Consumers

The TRUE brand ranking combines the four emotion-laden dimensions of trusted, remarkable, unmistakable, and essential to reveal how strongly a brand resonates with consumers. This ranking is based on a scale of 1 to 10, classified into five meaningful segments that each indicates a specific degree of brand resonance (see Figure 5). The higher the brand ranking, the stronger that brand is at commanding brand preference, referral, and pricing power. For example, a trailblazer brand — the highest level — can command a more premium price for the product or service, compared with a lower-ranked laggard brand. The five levels are:

- **Trailblazer.** Brands with a score of more than 6.5 are ranked as trailblazers because they are at the forefront of brand building with a defined North Star and strong performance on all four dimensions of TRUE. They have established a trusted, unique, and distinct brand identity that sets them apart from other brands within their competitive set.
- **Leader.** Brands with a score of 5.51 to 6.5 are ranked as leaders because they have built a very strong brand with a defined North Star and have cultivated a consistent brand experience. They need to bolster the dimensions that lag to get to the next level, but they are on the right track toward brand success.

- **Follower.** Brands with a score of 4.51 to 5.50 are ranked as followers because they have built a strong brand direction but do not stand apart from other brands on any of the TRUE dimensions. For example, a follower brand may have successfully built trust and be considered essential in its customer's mind but has not successfully set the brand apart from competitive brands. These brands need to engage consumers as advocates for the brand around relevant causes or unique experiences to drive word of mouth.
- **Laggard.** Brands with an overall score of 3.51 to 4.50 are ranked as laggards because they are falling behind on their brand building journey and are weak on two or three dimensions of TRUE. These brands need to redefine their North Star and course-correct to get back on track.
- **Astray.** Brands with an overall score of 3.5 or less are ranked as astray because they have lost sight of their North Star and are failing on all four TRUE dimensions. To survive as a 21st century brand, they must recalibrate their direction and how to get there.

Figure 5 The TRUE Brand Compass Ranking Reveals A Brand's Overall Resonance



Ranking legend

- TRAILBLAZER** At the forefront of brand building with a unique and distinct brand identity that sets it apart from other brands
- LEADER** Very strong brand with a defined brand North Star and a consistent brand experience
- FOLLOWER** Strong brand direction but not standing apart from other brands
- LAGGARD** Falling behind on the brand building journey
- ASTRAY** Lost sight of the North Star; must recalibrate direction

2. TRUE Brand Compass Scorecard Specifies Opportunities To Build Brand Resonance

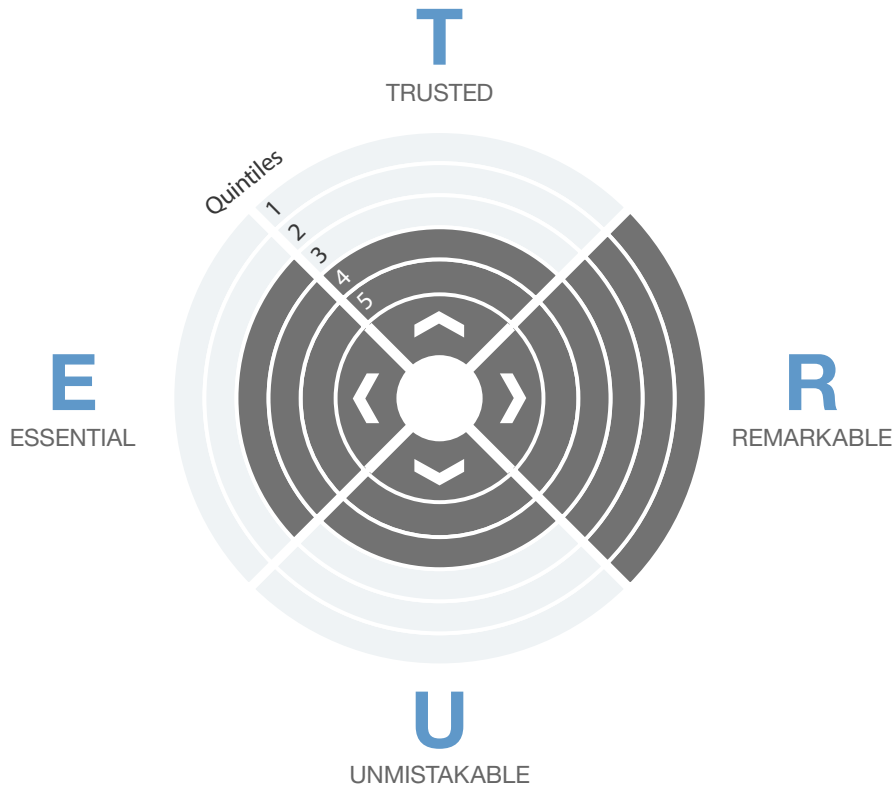
The TRUE brand compass scorecard illuminates the drivers of the TRUE brand ranking by scoring brands against each of the TRUE dimensions. This quintile scale shows marketers where they need to focus their efforts for strengthening their brand resonance (see Figure 6):

- **Top quintile.** Brands that scored more than 80% are in the top quintile on the brand compass scale; they are very strong on the indicated TRUE brand dimension. For example, a brand that achieves 85% on trusted already has that dimension firmly in place.
- **Second quintile.** Brands that scored 61% to 80% are in the second quintile; they are strong on the indicated TRUE brand dimension but still can improve. For example, a brand with a score of 75% on remarkable has highly engaged advocates but may not be building new vocal advocates as quickly as competitors.
- **Third quintile.** Brands that scored 41% to 60% fall into the third quintile; they are still developing on the indicated TRUE brand dimension. For example, a brand with a score of 55% on being unmistakable is not yet seen as unique by consumers and needs to differentiate itself further.
- **Fourth quintile.** Brands that scored 21% to 40% fall into the fourth quintile; they are weak on the indicated TRUE brand dimension. For example, a brand with a score of 35% on essential has not yet become a brand that its target customer cannot live without.
- **Fifth quintile.** Brands that scored 20% or less fall into the bottom quintile on the scale; they fail on the indicated TRUE brand dimension. For example, a brand with a score of 15% on trusted is a brand that people do not want to be associated with.

Figure 6 The TRUE Brand Compass Scorecard Shows Progress Along The TRUE Dimensions



TRUE brand compass scorecard



The TRUE brand compass scorecard legend

	<p>Top quintile brands score 81% or higher. These brands are very strong on the indicated TRUE brand dimension.</p>
	<p>Second quintile brands score 61% to 80%. These brands are strong on the indicated TRUE brand dimension but can still improve.</p>
	<p>Third quintile brands score 41% to 60%. These brands are still developing on the indicated TRUE brand dimension.</p>
	<p>Fourth quintile brands score 21% to 40%. These brands are weak on the indicated TRUE brand dimension.</p>
	<p>Bottom quintile brands score 20% or less. These brands fail on the indicated TRUE brand dimension.</p>

Explore Your TRUE Brand Further

Forrester's TRUE brand compass methodology comprises a full suite of brand assessment tools in addition to the TRUE brand compass ranking and scorecard. For example, a TRUE brand assessment of airlines identified Southwest Airlines as a TRUE brand leader driven by top quintile scores for being trusted and remarkable. The budget airline brand's trust was driven in part by its transparent pricing policy of "no hidden fees (e.g., for baggage and seat selection)."⁹ These additional analytic techniques provide a holistic and actionable evaluation of brand health that will help you:

- **Identify the messages, actions, and services to drive your TRUE brand.** The TRUE brand compass identifies which levers to pull to improve brand health and which actions will make your brand more trusted, remarkable, unmistakable, and essential. For example, offering a personalized service is a key driver of brand trust for big-box retail, while having helpful offline customer service drives trust for insurance brands.¹⁰ Forrester's regression-based driver analysis identifies the quantitative relationship between a brand's actions to engage with the consumer and the consumer's perceptions of the brand along the TRUE dimensions.
- **Reveal landscape white space opportunities for your brand.** All marketers have a view of their competitive landscape — who their brand is most similar to or different from. But how does your consumer see it? Where are the gaps and the opportunities? A landscape mapping exercise evaluates a set of brands along key brand attributes, such as distinctiveness and appeal, based on consumers' perceptions of a brand's performance on these attributes. This landscape will show where brands have entrenched jurisdiction and where there's opportunity for a brand to stake a claim in new territory.

RECOMMENDATIONS

NAVIGATE YOUR WAY TO A TRUE BRAND

A TRUE brand compass assessment will identify your brand's resonance, strengths, and weaknesses, but it is just the first step of your brand building journey. To reach the next level, CMOs must prioritize, align, and measure their progress:

- **Prioritize the dimensions on which you need to focus your efforts.** Identify one or at most two dimensions to focus your efforts on. These aren't necessarily your weakest dimensions. Rather, they are the ones that are most important to your category. For example, if you are a financial services brand in one of the bottom quintiles on being trusted, focus your efforts on building a rock-solid foundation of trust with your customers through relevant high-quality products that offer good value for the money.¹¹
- **Align your brand MAP to bolster weak dimensions.** Lay out the messages, actions, and product (MAP) experiences that will strengthen the dimension you need to build.¹² Conduct a touchpoint analysis to determine which attributes will have the biggest impact on your brand resonance. For example, an analysis of health insurance provider Blue Cross Blue

Shield showed that one of the brand's strengths with consumers is "flexibility in choice of medical service." Blue Cross Blue Shield can build on this strength through the services it provides and by communicating it through its messages.¹³

- **Monitor progress, but be patient.** Shifting consumer perception takes time, consistency, and repetition. Brand trust will not shift in a couple of weeks or months; it could take years. Identify a couple of leading indicators of higher-order attitudes to show progress. For example, upward progress on "has high-quality products" — a key driver of brand trust — could be a lead indicator of improvement on the trusted scale.

SUPPLEMENTAL MATERIAL

Methodology

Forrester conducted Forrester's North American Technographics TRUE Brand Compass Online Survey, Q1 2013, fielded in February 2013 of 4,575 US individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 4,575), there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online individuals (defined as those online weekly or more often) ages 18 and older had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,574. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that this was an online survey. Respondents who participate in online surveys have in general more experience with the Internet and feel more comfortable transacting online. The data is weighted to be representative for the total online population on the weighting targets mentioned, but this sample bias may produce results that differ from Forrester's offline benchmark survey. The sample was drawn from members of an online panel managed by MarketTools, and respondents were motivated by receiving points that could be redeemed for a reward. The sample provided by MarketTools is not a random sample. While individuals have been randomly sampled from MarketTools' panel for this particular survey, they have previously chosen to take part in the MarketTools online panel.

Forrester conducted Forrester's North American Technographics TRUE Brand Compass Survey, Q2 2013, an online survey fielded in May 2013 of 4,575 US individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 4,575), there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online individuals (defined as those online weekly or more often) ages 18 and older had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,574. (Note: Weighted sample sizes can be different from the actual number of respondents to

account for individuals generally underrepresented in online panels.) Please note that this was an online survey. Respondents who participate in online surveys have in general more experience with the Internet and feel more comfortable transacting online.

Forrester fielded Forrester's North American Technographics TRUE Brand Compass Online Survey, Q3 2013, in August 2013 of 4,551 US individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 4,551), there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online individuals (defined as those online weekly or more often) ages 18 and older had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,537. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that this was an online survey. Respondents who participate in online surveys have in general more experience with the Internet and feel more comfortable transacting online. The data is weighted to be representative for the total online population on the weighting targets mentioned, but this sample bias may produce results that differ from Forrester's offline benchmark survey.

Forrester fielded Forrester's North American Technographics TRUE Brand Compass Online Survey, Q4 2013, in November 2013 of 4,556 US individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 4,556), there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online individuals (defined as those online weekly or more often) ages 18 and older had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,543. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that this was an online survey. Respondents who participate in online surveys have in general more experience with the Internet and feel more comfortable transacting online. The data is weighted to be representative for the total online population on the weighting targets mentioned, but this sample bias may produce results that differ from Forrester's offline benchmark survey.

Forrester fielded Forrester's North American Consumer Technographics Brand Compass Survey, Q1 2014, of 4,558 US individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 4,558), there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online individuals (defined as those online weekly or more often) ages 18 and older had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,543. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that this was an online survey. Respondents who

participate in online surveys have in general more experience with the Internet and feel more comfortable transacting online. The data is weighted to be representative for the total online population on the weighting targets mentioned, but this sample bias may produce results that differ from Forrester's offline benchmark survey.

For Technographics Clients: How To Get More Technographics Data Insights

Forrester's North American Technographics TRUE Brand Compass Online Survey, Q1 2013 to Q4 2013, and Forrester's North American Consumer Technographics Brand Compass Survey, Q1 2014, includes many additional questions and parameters by which you can analyze the data contained in this report. If you wish to subscribe to Forrester's Consumer Technographics services, please contact your account manager or data@forrester.com. If you are an existing Technographics client, please contact your data advisor at consumerdataadvisor@forrester.com. We can provide additional insights about:

- **Attitudes.** These are drivers of brand resonance, preference, referral, and willingness to pay a premium. They indicate category importance versus brand performance and drive trust, remarkable, unmistakable, and essential elements of the brand compass.
- **Brands.** Forrester conducts quarterly Technographics research studies on brands in specific business verticals such as consumer packaged goods, financial services, retail, and healthcare. Please refer to the Forrester website for published reports and available studies.

ENDNOTES

- ¹ These consumers are embracing the new mobile mind shift. The mobile mind shift is "the expectation that your customers can get what they want, in their immediate context and moment of need." See the June 3, 2014, "[The New Mobile Mind Shift Index](#)" report.
- ² In order to build and preserve brand equity in the face of higher consumer expectations and build the brand experience, CMOs must develop a strategic plan to reorient the brand in three steps: 1) Find the brand's North Star; 2) use Forrester's brand compass to steer the brand experience to its goal of being trusted, remarkable, unmistakable, and essential (TRUE); and 3) update the map of the brand experience. See the September 3, 2014, "[Brand Experience Redefines Brand Management](#)" report.
- ³ Professor Kevin Lane Keller of Tuck School of Business defines brand resonance as the most intense form of brand loyalty. Source: Kevin Lane Keller, "Building Strong Brands: Three Models for Developing and Implementing Brand Plans," Carlson School of Management, May 2006.
- ⁴ Source: Forrester's North American Consumer Technographics Online Benchmark Survey (Part 1), 2014; Forrester's European Consumer Technographics Online Benchmark Survey, 2014.
- ⁵ To assess the magnitude of a correlation, Cohen's rule of thumb indicates that correlations of more than 0.5 are large, 0.5 to more than 0.3 are moderate, 0.3 to 0.1 are small, and less than 0.1 are trivial. Source: Jacob Cohen, *Statistical Power Analysis for the Behavioral Sciences*, Routledge, 1988.

Forrester's correlation analysis shows that trust has a 0.81 correlation with brand resonance, unmistakable has the second highest impact with a 0.77 correlation, followed by essential with a 0.74 correlation and remarkable with a 0.70 correlation.

- ⁶ Forrester conducted a partial correlation analysis to determine that trust independently affects brand resonance. In this analysis, a correlation between 0.3 and 0.5 is considered to be moderate, and one between 0.1 and 0.3 is considered to be small. Partial correlations control for the other TRUE dimensions, thereby showing how each dimension is uniquely associated with the brand resonance metrics. This analysis gives a more nuanced understanding of the independent impact of each of the dimensions. For example, trusted has a 0.79 correlation with willingness to recommend and essential has a 0.67 correlation. However, the partial correlations illustrate that only trusted holds a moderately significant relationship with this metric with a 0.40 partial correlation, whereas essential no longer has a unique and significant relationship.
- ⁷ Being essential has a 0.24 partial correlation with willingness to pay a premium price.
- ⁸ Forrester used advanced analytics to combine a series of attitudinal statements that are associated with the dimensions of TRUE and that influence the key success metrics associated with brand resonance.
- ⁹ The TRUE brand assessment of airlines revealed that airlines must be consistent and transparent to earn consumers' trust. See the June 25, 2014, "[Consistent Customer Experience Drives Airline Brand Resonance](#)" report.

Technographics data and companion reports are available for the following industries: airlines, big-box retail, consumer packaged goods, consumer technology, financial services, general insurance, health insurance, hotels, and media. Reports for telecom and wireless will be published in 2015.

- ¹⁰ For most industries, having a consistent experience every time consumers use the brand is a key driver of trust. But other drivers can vary by industry. See the May 6, 2014, "[How To Build Your Brand Through Customer Experience](#)" report.
- ¹¹ To learn more about drivers of brand resonance for financial services, see the October 23, 2013, "[Financial Service Brands Fail To Earn TRUE Consumer Trust](#)" report.
- ¹² CMOs need three navigational aids to guide their brands to the consumer — a clear brand destination, a recalibrated brand compass, and a new brand map. To learn more about Forrester's brand navigation tools, such as the brand MAP (messages, actions, and products/services), see the October 23, 2014, "[Chart A New Course For A Connected Brand Experience](#)" report.
- ¹³ Blue Cross Blue Shield was a TRUE brand leader in Forrester's analysis of 10 health insurance brands. See the May 12, 2014, "[Health Insurance Brands Must Earn Consumer Trust](#)" report.

About Forrester

Global marketing and strategy leaders turn to Forrester to help them make the tough decisions necessary to capitalize on shifts in marketing, technology, and consumer behavior. We ensure your success by providing:

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Forrester Focuses On CMOs

As the top marketing executive for your company or division, you're engaged in orchestrating and building a competitive brand while fueling business growth. You're also responsible for ensuring consistency in digital and traditional marketing channels and empowering others across the organization to deliver a consistent brand experience.

« CATHERINE MELISSA OLIVER, client persona representing CMOs

