e비즈니스의 브랜드 자산 관리 -핵심요인과 전략

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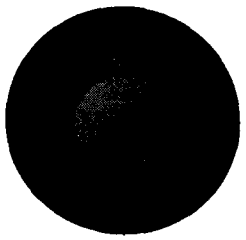
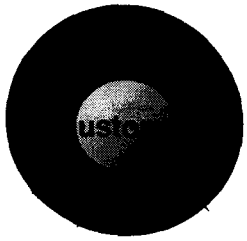
New Measurement of Business Success

1970s & 1980s : Mass Market



- R&D as % of Turnover
- *Inventory cycles – measures* Manufacturing
- *DSO measures* Management of Finance

2001 : Relationship Marketing



- **Investment in CRM and Customer Satisfaction as % of Turnover**
- **Customer turnover - "churn"**
- **Customer Satisfaction ratings**
- **Cost to acquire**
- **Cost to Serve**

Customer Satisfaction

- Only 4% of all customers with problems complain
- Average customer with a problem will:
  - Tell 7-10 people
  - Those people will tell another 5- 7
  - Those people will tell another 3 -5

- Satisfied customers tell 5 other people about their good treatment
- Average business loses between 10 and 30% of its customer each year
- Often don't know:
  - Which customers they lost
  - When they were lost
  - Why they were lost
  - How much sales and profit customer decay has cost them

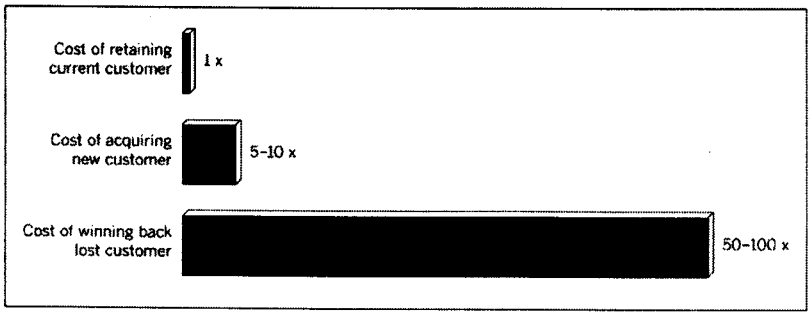
Satisfaction is not enough?

- 90% of car owners claim to be satisfied
- Expectations play a role
- What do they want and how important is it?
- Understand the customer satisfaction gap – what they want vs. what they settle for.
  =>GAP ANALYSIS IS KEY
- Satisfaction vs. Retention / Loyalty
- Understand the key elements that build loyalty
- Are you retaining the right ones?

The Value of Customer Loyalty

- Cost of acquiring customers is rising
- High retention rate impacts acquisition costs
- Volume of purchases increase
- Cost less to serve
- Best source of referrals
- Less price sensitive

Economics of Customer Satisfaction



"Winning back a lost customer can cost up to 50–100 times as much as keeping a current one satisfied."

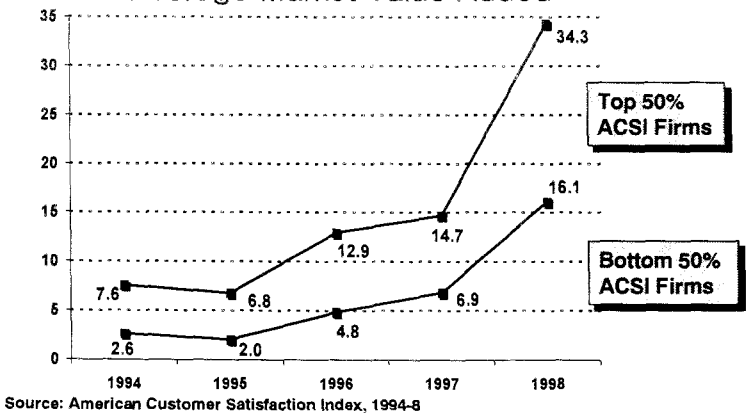
"Typical' investments in customer satisfaction programs increase a company's revenues by 10%- 30%."

-- Ruth Bolton, Ruby K., University of Oklahoma

Rob Yanker, Partner, McKinsey & Company

The Importance of Customer Relationships

(market valuation) Average Market Value Added

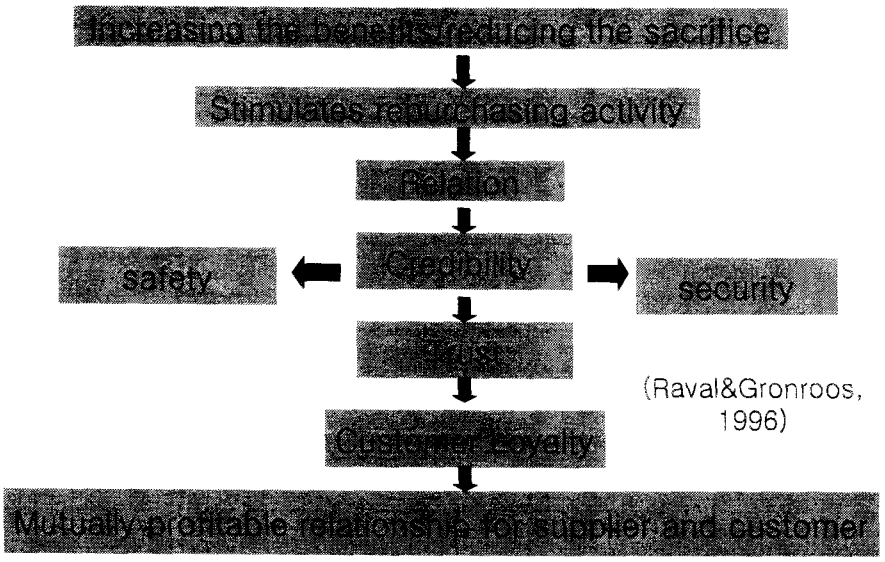


Source: American Customer Satisfaction Index, 1994-8

"Industry- level analysis show firms with higher customer satisfaction and retention can expect higher profits."

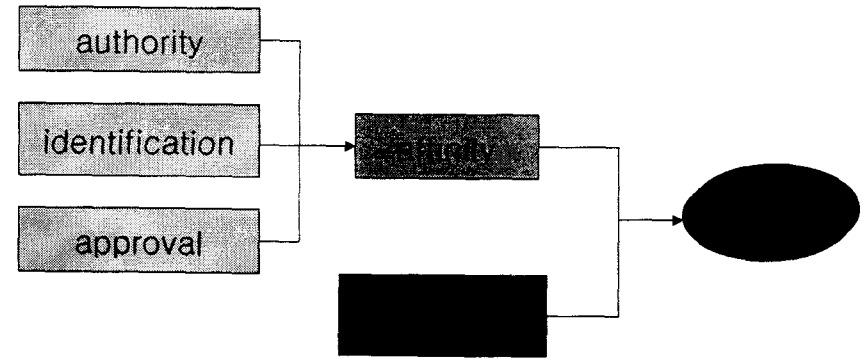
-- Eugene Anderson and Vikas Mittal, "Strengthening the Satisfaction-Profit Chain."Working paper, 2000

Customer Satisfaction and Loyalty

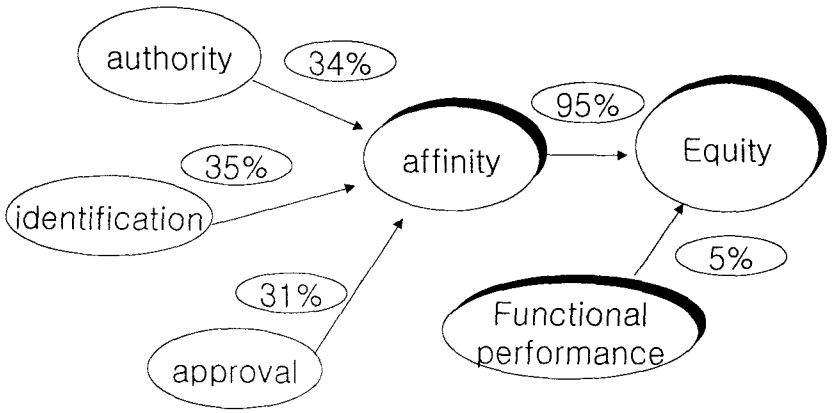


(Raval&Gronroos, 1996)

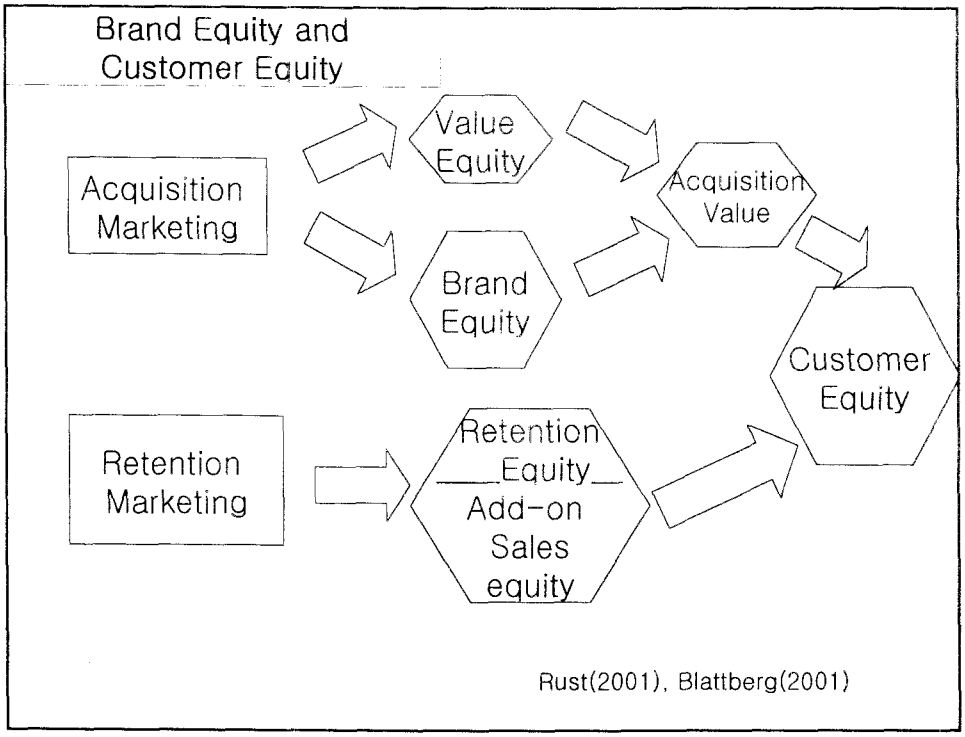
Dimensions of Brand Equity

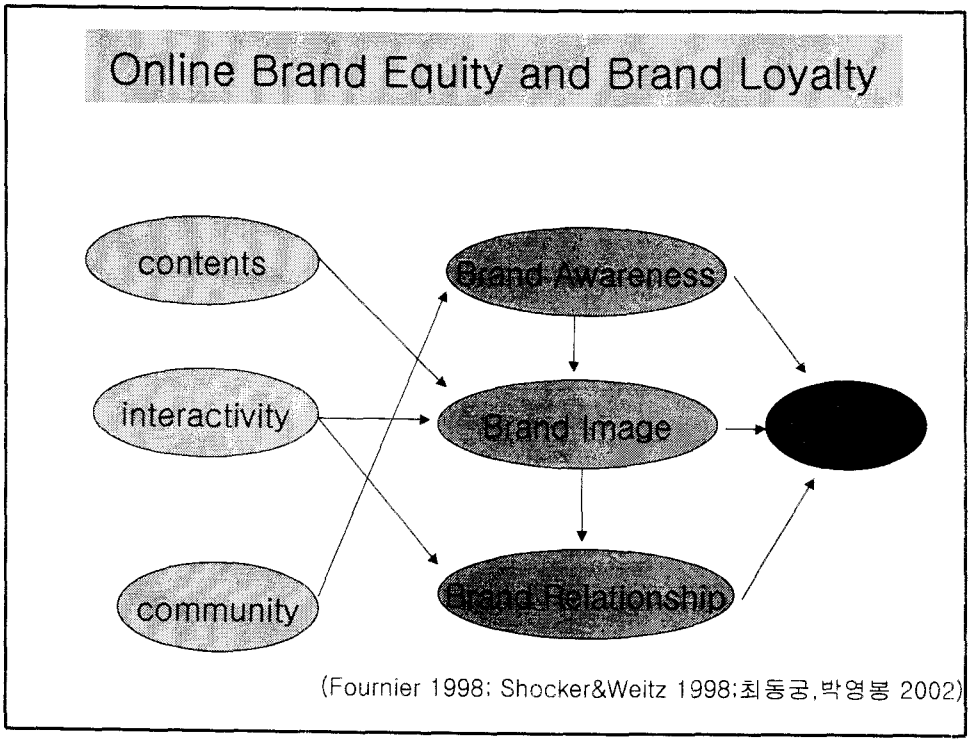


Relative Contribution of Affinity and Performance to Equity Score



(Bottled mineral water category)

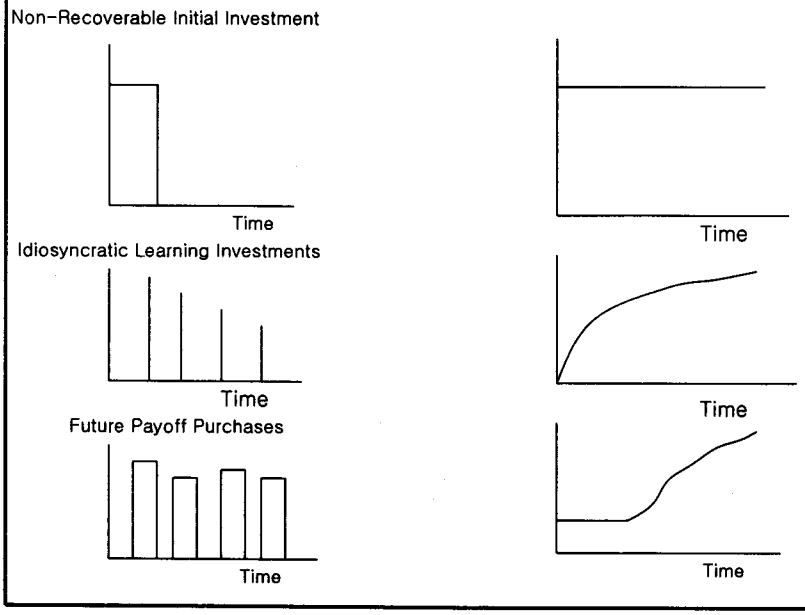

Brand Equity and
Customer Equity
Acquisition
Marketing
Value
Equity
Brand
Equity
Acquisition
Value
Customer
Equity
Retention
Marketing
Retention
Equity
Add-on
Sales
equity
Rust(2001), Blattberg(2001)


Online Brand Equity and Brand Loyalty
contents
interactivity
community
Brand Awareness
Brand Image
Brand Relationship
(Fournier 1998; Shocker&Weitz 1998;최동궁,박영봉 2002)

Creating Online Loyalty on the Basis of Brand Equity

- Utility gap between competing brands
- Switching costs
  - -efforts required; cost of thinking
  - -financial implications
    - ; benefits from mileage program
- Switching barrier

Types of Switching Costs



Sustained Online Loyalty

- Online shoppers reveals higher loyalty
  =>five out of six make repeat purchases
  (vs. one out of three offline shoppers)
  =>higher loyalty at retailer's site
  (vs. at manufacturer's site)