

## BRANDING MODEL COMPARISONS

|  | <b>Mass Economy<br/>(1945-1995)</b>       | <b>Customer Economy<br/>(1995-2005)</b>                       | <b>Demand Economy<br/>(2005-20??)</b>                          |
|--|---|---|--|
| <b>Characteristics</b>                 | Mass products & services                  | Customer-oriented products & services                         | Personalized products & services                               |
| <b>Target</b>                          | Mass markets                              | Market segments   | Profitable customers   |
| <b>Customer insight</b>                | Market research                           | Databases   | Relationship feedback  |
| <b>Goals</b>                           | Sales growth                              | Profitability growth  | Customer equity growth   |
| <b>Customer contact</b>                | Single channel                            | Multichannel  | Unified multi-channel  |
| <b>View of customer</b>                | Revenue source                            | Asset to be nurtured  | Co-creator of value  |
| <b>Branding responsibility</b>         | Marketing department                      | Organization  | Supply chain   |
| <b>Dominant branding strategy</b>      | Positioning                               | 1:1 marketing   | FusionBranding   |
| <b>Metrics</b>                         | Sales growth, market share, profitability | Loyalty, cost-to-serve, profitability                         | Loyalty, customer equity, constituency adoption, profitability |
| <b>Primary communications vehicles</b> | Broadcast media                           | Targeted (direct mail, telemarketing, segmented publications) | Targeted, interactive (Internet, iTV, wireless)                |
| <b>Barriers to entry</b>               | Capital, distribution, media gatekeepers  | Intellectual capital, technological integration               | Alliances, global supply chain capabilities                    |
| <b>Role of technology</b>              | Minimal                                   | Important, but with integration & other difficulties          | Seamless and vital to branding                                 |
| <b>Product development drivers</b>     | Internal                                  | Markets   | Customers  |
| <b>Fulfillment capabilities</b>        | Slow, using internal capabilities         | Fast, using outsourced facilities                             | Immediate, using digital capabilities                          |