
Innovatives Markenmanagement

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Marken sind in vielen Unternehmen mittlerweile zu wichtigen Vermögenswerten geworden, die zukünftig immer häufiger auch in der Bilanz erfasst werden können. Insbesondere in reiferen Märkten ist die Marke heute oft das einzig nachhaltige Differenzierungsmerkmal im Wettbewerb. Vor diesem Hintergrund kommt der professionellen Führung von Marken eine sehr hohe Bedeutung für den Unternehmenserfolg zu. Dabei müssen zukünftig innovative Wege beschritten werden. Die Schriftenreihe will durch die Veröffentlichung neuester Forschungserkenntnisse Anstöße für eine solche Neuausrichtung der Markenführung liefern.

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Re-Modeling the Brand Purchase Funnel

Conceptualization
and Empirical Application

Foreword by Prof. Dr. Christoph Burmann

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Foreword

Throughout the past decades, research related to consumers' purchase decision process (i.e., the purchase process dissected into distinct stages) has been prominent in business administration and, particularly, in the field of marketing. Since the end of the 1990s, the emergence of brand management tools such as the simplified "brand purchase funnel" has renewed the managerial and academic interest in and widespread employment of purchase process models. Notwithstanding its wide dissemination, this traditional funnel model has also been subject to substantial critique, especially in light of the more recent, continued evolution of internet and communication technologies. Against this background, different practitioners and researchers have developed alternatives to the funnel model during the last years.

In view of these developments, Dr. Alexander Dierks has consecrated himself to the commendable task of re-modeling the brand purchase funnel based on a systematic, theory-driven integration and analysis of the points of criticism and alternatives that were brought forward in the past. In order to validate the capability of the proposed, more nuanced funnel model, Dr. Dierks conducts a sophisticated, empirical assessment, which draws on survey-based research in the automotive and in the electricity industry. In this research, he is able to document that (and how) his proposed enhancements allow for a substantial improvement in the explanation of consumers' brand purchase decisions. The model, hence, offers clear advantages compared to the traditional funnel. These seem particularly relevant for brand controlling. Several elements of this dissertation are worthy of mention. Specifically, Dr. Dierks's work stands out due to the exceptionally comprehensive and sagacious development of improvement propositions based on a combination of different streams of marketing research and the analysis of key alternatives to the traditional brand purchase funnel. In addition, his well-founded and well-executed empirical analysis as well as the distinct managerial implications that he derives from it, are worth highlighting.

This doctoral thesis is Volume 60 of the edited book series "Innovative Brand Management" that is published by Springer Gabler. This series documents research projects conducted by Germany's first and only Chair of innovative Brand Management (Lehrstuhl für innovatives Markenmanagement, LiM®) at the University of Bremen as well as brand-related dissertations from the SVI-Endowed Chair of Marketing at HHL

Leipzig Graduate School of Management. In the past, about five doctoral theses have been published in this book series per year. In short time intervals, this has allowed contributing new ideas, which cater to the growing interest in innovative brand management. This interest also becomes manifest in the translation of the book “Identity-based Brand Management”, which is currently in its second edition and forms the basis of all 60 dissertations, into Chinese, English, and French.

In conclusion, I wish the thesis of Dr. Alexander Dierks a very broad dissemination in theory and practice.

Bremen, February 2017

Univ.-Prof. Dr. Christoph Burmann

Preface

In recent years, the evolution of internet and communication technologies and the proliferation of product alternatives have led to a more dynamic but also more complex search and decision process for consumers. For organizations, this evolution makes it even more difficult to stand out in the journey and steer consumers to purchase their brand. Since an accurate understanding of the purchase process is a prerequisite for effective brand management, a fundamental question for marketing researchers and managers alike is to what extent this evolution calls into question established models of consumer behavior and brand management such as the brand purchase funnel. In spite of a vivid debate, in which a more nuanced funnel is broadly perceived as beneficial, an accepted alternative to the traditional model, which combines the various proposed improvements and has been empirically applied, is not yet available. The thesis addresses this research gap and makes a twofold contribution to the re-modeling of the funnel model. First, based on a holistic, theory-backed, and practically applicable set of propositions, it develops a more nuanced brand purchase funnel. The proposed model describes consumer behavior more granularly. It thus allows monitoring brand performance among previously undifferentiated sub-groups and prioritizing as well as managing brand-related activities, accordingly. Second, drawing on survey-based, empirical research in two German industries, automotive and retail electricity, it investigates the model's added value in explaining consumers' brand purchase decisions. The thesis' findings give rise to a range of novel implications for managers, especially in the marketing department, across the brand management process.

The Faculty of Business Studies and Economics of the University of Bremen, Germany, has accepted this doctoral thesis in January 2017. I have written this dissertation during my time as an external doctoral candidate at the Chair of innovative Brand Management (Lehrstuhl für innovatives Markenmanagement, LiM®). Its successful finalization would not have been possible without the support of a number of individuals to whom I would like to extend my sincere gratitude.

Foremost, I would like to thank my supervisor Prof. Dr. Christoph Burmann for having accepted my research project during our initial meeting in Bremen in 2014 and for his highly valuable guidance and impulses as well as his personal inspiration in countless discussions since then. Moreover, I am much obliged to Prof. Dr. Maik Eisenbeiß for

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I am thankful to my employer, McKinsey & Company, Inc. for the provision of the two survey-based data sets on which my dissertation builds and for supporting me in conducting my empirical research. In particular, I am indebted to my colleagues and mentors Dr. Jesko Perrey and Dr. Tjark Freundt for backing my dissertation project from the outset as well as for many helpful recommendations and amicable discussions in the course of my journey. Besides, I am obliged to a range of further colleagues, especially Dr. Kai Vollhardt and Reinhold Barchet, for their professional advice.

I would also like to thank all internal and external colleagues from the LiM, foremost Dr. Rico Piehler and Dr. Michael Schade, as well as McKinsey's "Fellows in Leave" community, especially in the Düsseldorf office, for their invaluable input and feedback on earlier parts of my manuscript as well as for many memorable moments. Additionally, thanks are due to Tanja Koppen for her support in all administrative matters at the chair as well as to Nicole Schweitzer for her aid in editing and publishing this document.

This thesis' completion would not have been feasible without my friends and my family, who provided tremendous backing across the ups and downs of my journey. I am grateful to my close friends in Düsseldorf, Munich, and beyond for backing this endeavor and for providing the necessary distraction during my spare time. I am indebted to my family – my parents, sister, and grandparents – for enabling me to complete this project. In particular, I would like to thank my parents, Monica and Jörg-Thomas, wholeheartedly for their advice and encouragement in every phase of my life and for offering both their affectionate support as well as the opportunity and freedom to pursue my own interests and choices. Without you, this thesis would not have been possible. Finally, I would like to express my heartfelt gratitude to you, Stephanie. Your love, cheering up, and patience during the entire journey as well as your unconditional willingness to discuss, review, and constructively challenge my work have been of indescribable help and have substantially contributed to the successful finalization of this dissertation.

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List of abbreviations

AIC	Akaike information criterion
AIDA	Attention-Interest-Desire-Action (hierarchy-of-effect framework introduced by LEWIS in 1898)
AUC	area under the receiver operating characteristic (ROC) curve
AVE	average variance extracted
BIC	Bayesian information criterion
biF	functional brand image (abbreviation used in empirical models)
biNF	non-functional brand image (abbreviation used in empirical models)
CBBE	customer-based brand equity
CDJ	Consumer Decision Journey (as introduced by COURT ET AL., 2009)
cf.	compare
CLS	composite loyalty status
CMO	chief marketing officer
CMV	common method variance
CP	conceptual proposition
CSD	consideration set differentiator
DAGMAR	defining advertising goals for measuring advertising results
d.f.	degrees of freedom
EBF	Enhanced Brand Funnel (as introduced by PERREY ET AL., 2015)
e.g.	for example
EPS	extensive (or extended) problem solving
esp.	especially
eWOM	electronic word-of-mouth
FMCG	fast moving consumer good
FMOT	first moment of truth
GFK	Gesellschaft für Konsumforschung
i.e.	in other words
KBA	Kraftfahrt-Bundesamt (Federal Office for Motor Traffic)
KPI	key performance indicator
LPS	limited problem solving

MOT	moment of truth
n.s.	not significant
OP	operational proposition
PLS	partial least squares
ROC	receiver operating characteristic
s.e.	standard error (abbreviation used in empirical models)
SMOT	second moment of truth
S-O-R	stimulus-organism-response
SUV	sport-utility vehicle
TBF	traditional brand funnel
TMOT	third moment of truth
TÜV	Technischer Überwachungsverein (Technical Supervisory Association)
VIF	variance inflation factor
WOM	word-of-mouth
ZMOT	zero moment of truth