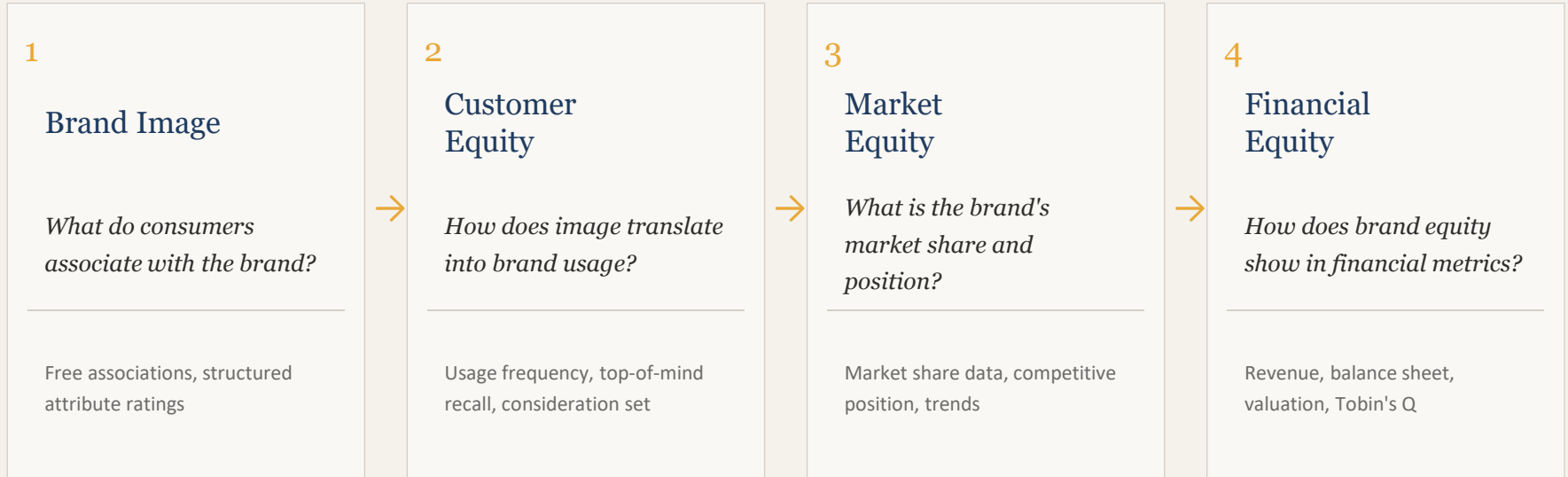

Google Brand Equity

Metrics for measuring brand equity
across the brand-value chain | Conceptual application to AI

Deepak Sirdeshmukh MS, PhD

The Brand Value Chain

A four-stage framework mapping brand perceptions to financial outcomes



Google (c. 2010) is used as an illustrative example throughout.

Measure 1: Free Associations

Unstructured brand image — evoked associations for Google vs. Microsoft

Method: Respondents wrote all thoughts, ideas, and opinions that came to mind when shown the brand name.

Google

Product associations

Quality of search, ease of use, ubiquitous availability across portals. Search dominated mentions over general applications.

Organizational associations

Innovativeness, simplicity, cleverness, great employer.

4.25 positive / 0.10 negative associations per respondent

Microsoft

Product associations

Dominated by OS and applications (1.25/resp); search mentions minimal (0.1/resp).

Organizational associations

Fewer, but significantly more negative.

1.25 positive / 1.85 negative associations per respondent

Measure 2: Structured Attribute Ratings

Six key attributes generated through prior focus groups, rated 1-5



Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

*Core search functionality rated highest (4.5-4.8);
aesthetic and UI attributes rated lower (3.7-3.9).*

Measuring Customer Equity

Two approaches to capturing brand usage and consideration

Backward-looking

Usage frequency measurement

"In the last month, how often have you used each of the following search engines?"

Scale: Not at all → Occasionally → Very often

Brands tested: Yahoo, Google, MSN (Live) Search

Forward-looking

Consideration set generation

"Please write down the names of the search engines you would consider, if you needed to conduct a web search regarding a new product."

Open-ended elicitation of evoked set.

Captures future intent, not just past behavior.



Brand Usage Results

Search engine used most frequently — two independent samples

95%

Sample 1 (n = 20)

19 of 20 respondents named Google as their most-used search engine.

92%

Sample 2 (n = 26)

24 of 26 respondents named Google. Only Yahoo appeared as an alternative.

Google was the first brand evoked in 100% of cases among its users.

Top-of-mind dominance with virtually no competitive consideration.

Market Equity: Search Engine Share

Global data from NetMarketShare, 160 million visitors/month (c. 2010-2012)

90.6%

Google's global market share, March 2012

Search Engine	Share
Google	90.64%
Yahoo	6.89%
Bing	2.08%
Ask	0.20%
AOL	0.05%
Baidu	0.05%

Google's share climbed from 78.5% (July 2009) to 85.8% (January 2010), consolidating its near-monopoly position over the measurement period.



Financial Equity: Operating Performance

Data from Yahoo Finance, as of March 1, 2010

Income Statement		Balance Sheet		Valuation	
Revenue	\$23.65B	Total Cash	\$24.48B	Market Cap	\$172.89B
Revenue/Share	\$74.79	Cash/Share	\$77.00	Enterprise Value	\$144.90B
Qtrly Growth	17.10%	Total Debt	\$0	Stock Price	\$543.72
Gross Profit	\$14.81B	Current Ratio	10.62	Book Value/Share	\$113.30

Tobin's Q (market value / replacement cost of assets) would be the ideal measure of brand-driven financial premium.

Brand Image



Customer Equity



Market Equity



Financial Equity

What the Numbers Tell Us

\$0

Total Debt

Zero leverage. Entire balance sheet equity-funded.

10.6×

Current Ratio

Extraordinary liquidity. Industry average is roughly 1.5×

17.1%

Quarterly Revenue Growth

Double-digit growth sustained at \$23.6B scale.

\$172.9B

Market Capitalization

Stock price: \$543.72 (March 1, 2010).

The Complete Picture

How Google's brand equity flows across the value chain



Strong brand image → dominant usage → market monopoly → exceptional financial performance.

The chain of evidence is continuous and self-reinforcing.

From Google to Claude

Applying the brand-value chain to a pre-IPO AI firm

What transfers

The chain logic is identical: brand image drives customer equity, which drives market equity, which drives financial equity.

The two-factor structure of brand image (functional performance + experiential quality) applies directly.

The same survey methodology (free associations, structured attribute ratings, usage/consideration data) works without modification. The customer is the enterprise buyer; trust is assessed at two levels — Claude (the product) and Anthropic (the firm).

The following slides propose a measurement framework for Claude, illustrating how the brand-value chain would be operationalized for an AI firm. I have no connection to Anthropic or its employees.

What changes

The "interface" is language, not a visual page. Aesthetic attributes become tonal — conversational quality, pacing, honesty.

Anthropic is pre-IPO. Financial equity is measured through proxies (revenue run-rate, valuation rounds, unit economics) rather than public market data.

The market is bifurcated (enterprise vs. consumer), so brand image may differ by segment.

Brand Image: A Two-Dimension Model

Grounded in the Sirdeshmukh, Singh & Sabol (2002) trustworthiness framework

Functional Trustworthiness

SSS parallel: Operational Competence

Does the AI do what I need it to do, reliably and competently?

Search parallel: "Relevant search results,"
"Variety of search types"

AI equivalent: Accuracy, reasoning depth, capability breadth, code quality

Experiential Trustworthiness

SSS parallel: Operational Benevolence

*Does this AI feel right to interact with?
Does it respect my time and intelligence?*

Search parallel: "Easy to navigate,"
"Uncluttered experience"

AI equivalent: Tone, candor about uncertainty, conversational naturalness, consistency

Problem-Solving Orientation

SSS parallel: Problem-Solving Orientation

When things go wrong or get ambiguous, does the AI handle it well?

Search parallel: "Advanced search options" (handling non-standard queries)

AI equivalent: Graceful error recovery, pushback without sycophancy, handling of edge cases

The third dimension emerges from the interaction of the first two under stress. It is revealed, not declared.

Frontline Measures: Claude

The enterprise customer's direct interaction with the product (SSS: frontline employee level)

Functional Trustworthiness

1. Provides accurate and reliable responses
2. Handles complex reasoning tasks well
3. Produces high-quality code and technical output
4. Performs consistently across different types of tasks
5. Gives thorough, well-supported answers

Experiential Trustworthiness

1. Communicates in a natural, conversational tone
2. Is transparent when uncertain or lacks knowledge
3. Treats me as an intelligent collaborator
4. Responds proportionally, not too verbose or terse
5. Maintains a consistent personality across interactions

Problem-Solving Orientation (product level)

Recovers gracefully from errors Handles ambiguous prompts thoughtfully Pushes back constructively when appropriate

+ Unstructured: free associations for Claude, ChatGPT, and Gemini (replicating the Google/Microsoft design)

Firm-Level Measures: Anthropic

The enterprise customer's assessment of the organization behind the product (SSS: management policies level)

*In the SSS framework, trust in the frontline without trust in the firm's policies is fragile.
The enterprise buyer evaluates both the product and the entity with volition behind it.*

Operational Competence

1. Anthropic's API/service is reliable and consistently available
2. Anthropic delivers model improvements on a predictable cadence
3. Anthropic's technical documentation is clear and accurate

Operational Benevolence

1. Anthropic's data handling and privacy practices protect our interests
2. Anthropic is transparent about model capabilities and limitations
3. Anthropic's pricing is fair and predictable over time

Problem-Solving Orientation

1. Anthropic responds effectively to service incidents and outages
2. Anthropic addresses safety concerns with clarity, not evasion
3. Anthropic is responsive to enterprise customer needs and escalations

The Google study found organizational associations were unexpectedly significant — 4.25 positive/resp. for Google vs. 1.85 negative/resp. for Microsoft. For AI firms, the organization behind the model may matter even more, given concerns about safety, data use, and commercial stability.

What Each Level Tells You — and for Whom

	What it measures	Who it serves and why
Brand Image	Two-level assessment. Frontline (Claude): functional and experiential trustworthiness. Firm (Anthropic): competence, benevolence, and problem-solving at the organizational level. Plus free associations and competitive positioning.	Product team, marketing, trust & safety. Identifies which dimensions drive preference at each level, and whether organizational associations ("safe," "transparent") reach enterprise buyers.
Customer Equity	Usage frequency, top-of-mind recall, consideration set composition, switching behavior, willingness-to-pay.	Strategy, sales. Reveals whether image advantage translates into behavioral loyalty. Leading indicator of market share shifts — in the Google case, customer equity data predicted market share movement.
Market Equity	Enterprise API share by use case (coding, writing, analysis), consumer app market share, developer adoption metrics.	Executive team, board, investors. The public-facing outcome measure. But a lagging indicator — by the time market share moves, the cause is already visible in the upstream stages.
Financial Equity	Revenue run-rate, revenue per user, contract value, valuation multiples from funding rounds. Pre-IPO: no public stock price or Tobin's Q — use private valuation and unit economics as proxies.	CFO, investors, board. Validates the full chain. Strong financials with weak upstream indicators signal extraction; strong upstream with weak financials signals unrealized potential.

Brand equity is not a single metric.

It is a chain of evidence.

The chain works the same way

whether the product is a search engine or an AI.