





### **Emotional Linking**

Neuroscientists have proven that all decisions are based largely on emotional factors. Until now, there has been no way to measure the brand relationship: what consumers feel for brands or which emotions truly influence choice and behavior.

After more than 10 years of research, APCO Insight identified the emotions that are fundamental to effective brand communication. Our research shows that emotional attachment, not cognitive differentiation of rational attributes, is the most reliable predictor of brand choice and behavior. APCO's Emotional Linking model helps companies evaluate and improve the content of all of their communication to influence positive behavioral outcomes.

APCO conducted a study among more than 70,000 consumers in 15 countries where we applied the Emotional Linking model to measure the emotional attachment people have toward nearly 600 of the world's largest corporate brands. Below are the 100 Most Loved Companies in the world based on the Emotional Linking Index comprised of consumer ratings on eight emotional dimensions.

## The 100 Most Loved Companies: 1 to 25

Rank	Company	Emotional Linking Index (0-100)					
1	The Our Disnep Company	74.7					
2	YAHOO!	74.3					
3	Google	74.2					
4	SONY	74.1					
5	Nestle.	73.3					
6	Auchan	72.9					
7	NETFLIX	72.8					
8	WHÔLE FOODS	72.7					
9	Ġ	72.7					
10	LOWE'S	72.5					
11	Microsoft	72.1					
12	Kellogg's	72.1					

Rank	Company	Emotional Linking Index (0-100)
13	<b>HERSHEY'S</b>	72.0
14	Coca Cola	71.6
15	DELL	71.0
16	SHARP	70.8
17	PEPSICO	70.6
18		70.6
19	hp	70.5
20	COSTCO	70.5
21	0	70.4
22	amazon	70.4
23	Seneral MILLS	70.3
24	THE	70.3
25	IKEA	70.1

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The 100 Most Loved Co						
Rank	Company	Emotional Linking Index (0-100)				
26	StonleyBlock&Decker	70.0				
27	Panasonic	69.9				
28	P&G	69.8				
29		69.7				
30	h⊤⊂	69.7				
31	LEVI STRAUSS & CO.	69.4				
32 33	J Sainsbury plc	69.2 69.2				
34	DARDEN	69.1				
35	SAMSUNG	69.1				
36	(L) LG	69.0				
37	(intel)	68.9				
38	<b>ups</b>	68.8				
39	COLGATE-PALMOLIVE	68.5				
40	KOHĽS	68.5				
41	DR PEPPER SNAPPLE	68.4				
42	RITE	68.4				
43	Publix.	68.3				
44	petco <u></u>	68.3				
45	CVS CAREMARK	68.3				
46	IBM.	68.2				
47	Johnson-Johnson	68.2				
48	Toysaus	68.2				
49	Whirlpool	68.1				
50	Del Monte Obsette	68.1				
51	Discovery	68.1				
52	Kroger	68.0				
53	MICHELIN	68.0				
54		68.0				
55	nove nordisk	67.9				
56	*macys	67.8				
57	SoftBank	67.8				
58	JOHN DEERE	67.8				
59	Campbells	67.7				
60	Marriott.	67.6				

67.6

67.5

67.4

100

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61

62

63

Walgreens

		MARTFORD					
	25	IKEA	70.1				
ľ	ıpan	ies: 26 t	o 100				
	Rank	Company	Emotional Linking Index (0-100)				
	64	HITACHI	67.3				
	65	Adobe	67.3				
	66	<b>Bridgestone</b>	67.3				
	67	TOYOTA	67.2				
	68	I; Hero	67.2				
	69	W	67.1				
	70	BiC	67.0				
	71	Sysco	67.0				
	72	COMMERZBANK 🔷	66.9				
	73		66.9				
	74	Scientific	66.9				
	75	Heinz'	66.8				
	76	ebay*	66.8				
	77	ANA	66.8				
	78	Yum!	66.8				
	79	acer	66.8				
	80	EXPRESS SCRIPTS"	66.7				
	81	facebook.	66.7				
	82	starwood	66.6				
	83	<b>CBS</b>	66.6				
	84	SIEMENS	66.6				
	85	Tyson	66.5				
	86	Jcp	66.5				
	87	MATTEL	66.5				
	88	₹M&S	66.4				
	89		66.4				
	90	Callon	66.4				
	91	MARS	66.4				
	92	CAT	66.4				
	93	MAÇEN	66.3				
	94	MasterCard Worldwide	66.3				
	95	BERKSHIRE HATHAWAY INC.	66.3				
	96		66.3				
	97	Quest	66.3				
	98	MISSA	66.3				
	99	VISA	66.3				

66.2

# THE TOP Most Loved COMPANIES

Emotional Linking<sup>s™</sup> is the only model that can deconstruct the feelings that consumers have for brands – reliably and quantitatively. It serves as the basis for the "Attachment" element of APCO's Champion Brand model, which helps companies build more enduring relationships with their stakeholders.

It is a proprietary research tool designed to help clients understand the emotions that drive key business outcomes and guide creative strategy by:

- Identifying the emotional attachments that consumers have to brands
- Benchmarking brands against their competition
- Pinpointing the precise emotion(s) that need to be leveraged to affect marketplace outcomes, such as purchase decisions, brand loyalty and price elasticity

The table below shows the 25 Most Loved Companies and the emotional dimensions where each builds the strongest two links relative to other corporate brands.

### Emotional Linking Model



amazon

GENERAL MILLS

B

CURIOSITY: Piques my interest, Intriguing, I want to know more



ADMIRATION: I'm fond of it, I admire it, Like a friend



EMPOWERMENT: Helps me accomplish my goals, Makes me feel confident & self-assured



APPROACHABILITY:
Accessible, Within my
reach



who I am, Shares my values, Shares my personality

70.4

70.4

70.3

70.3

70.1

IDENTIFICATION: Reflects

	RIDE: I'm proud			ELEVANCE: 1				STANDING	
as	sociated with it, el part of a speci	Makes me	I e	am, Speaks to neaningful rol	me, Plays a		I unders	stand what ad stands for	
KEY:									
Strong	gest emotional lir	ık for the bran	d 🐠	Second strong	est emotional	link for the br	and		
		The same	<b>a</b>	$\bigcirc$	?		iii		EL INDEX SCORE
COMPANY The	UNDERSTANDING	APPROACHABILITY	RELEVANCE	ADMIRATION	CURIOSITY	IDENTIFICATION	EMPOWERMENT	PRIDE	(0-100)
(VACT DISNED Company	6				5				74.7
YAHOO!	5	5							74.3
Google		5						5	74.2
SONY					5			5	74.1
<b>Nestle</b>			5						73.3
Auchan	5		5						72.9
NETFLIX	5		5						72.8
WHÔLE FOODS			5			5			72.7
Ğ				5			5		72.7
LOWE'S		5	5						72.5
Microsof	t					5		5	72.1
Kelloggis						5			72.1
<b>HERSHEY'S</b>				6				5	72.0
Coca Cola				6					71.6
DELL	S.						5		71.0
SHARP	0		5			5			70.8
PEPSICO			5			5			70.6
	5						5		70.6
hp			5					5	70.5
COSTCO	5					5			70.5

#### About APCO Worldwide

Founded in 1984, APCO Worldwide is an award-winning, independent global communication, stakeholder engagement and business strategy firm with offices in more than 30 major cities throughout the world. We challenge conventional thinking and inspire movements to help our clients succeed in an ever-changing world. Stakeholders are at the core of all we do. We turn the insights that come from our deep stakeholder relationships into forward-looking, creative solutions that always push the boundaries. APCO's clients include large multinational companies, trade associations, governments, NGOs and educational institutions. The firm is a majority women-owned business.

For more information please visit www.apcoworldwide.com

### About APCO Insight

Drawing on experience in more than 60 countries on six continents,

APCO Insight works with many of the world's leading companies,
associations, nonprofits and public-sector organizations on a diverse range
of communication, reputation and issues management challenges. Our
proprietary models, including Return on Reputation (ROR) Indicators and
Emotional Linking, provide unique strategic insights to corporate reputation
and brand communicators.

For more details on the Emotional Linking model and the corporate brand survey methodology, please visit www.apcoinsight.com/emotionallinking.

If you would like to see more about the emotional links your corporate brand has with people around the world, please contact Bryan Dumont at +1.202.778.1486 or bdumont@apcoworldwide.com or Mischa Dunton at +1.415.500.3310 or mdunton@apcoworldwide.com.



