

## BRAND MANAGEMENT

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### GUIDE TO READINGS

#### Lecture 3 – Guide to Readings

The objective of Lecture 3 is to build a brand positioning statement and unlock the four key elements of a brand's positioning (i.e., target, frame of reference, point of difference, and reasons to believe). Lecture 2 also focuses on how to use the laddering technique to craft a hierarchical value map (HVM) for the brand and discuss how this cognitive map, with its connecting lines, moves your target customer from articulations of attributes that are relevant to them "up the ladder" to objective benefits, to more subjective benefits and, ultimately, to values.

1. Chapter 2 "Customer-based brand equity and brand positioning" of the textbook Keller, K. L. (2013). *Keller: Strategic Brand Management eBook GE 4e*. Pearson Higher Ed.

*Focus on "identifying and establishing brand positioning" and "positioning guidelines". This e-book is available on the university online library.*

2. Reading 3.1 - Human Motivation Chapter 2 in Mark, B. (2008). *Brand Meaning* New York:

*Skim. The most important element to the brand audit is undoubtedly the understanding of customer needs. It defines us as marketers (although we also try to understand how to harness the resources of the organization to meet those needs). "Needs" represent a complex collection of motivators and have many levels and aspects. This chapter provides an excellent primer on the nature of needs and values from a psychological perspective. Skim the constructs involved, since this is what will drive a consumer to evaluate and chose our brand.*

3. Reading 3.2 - Keller, Kevin Lane, Brian Sternthal, and Alice Tybout. "Three questions you need to ask about your brand." *Harvard Business Review* 80, #9 (2002): 80-89.

*Skim. This nice little reading provides an argument for the importance of understanding points of parity and points of difference in a brand when establishing its positioning in the marketplace.*

4. Reading 3.3 - Reynolds, Thomas J., and Jonathan Gutman. "Laddering theory, method, analysis, and interpretation." *Journal of Advertising Research* 28, no. 1 (1988): 11-31.

*Skim. In this article Reynolds and Gutman trace the relationship between product features and consumer goals. Note that this is very similar to what we said in class; that products have features and those features must be related to customer needs by providing benefits in sublimating (meeting) those needs. For example, attributes (A) lead to consequences (C) which may lead to values (V). Several measurement methods deserve a cursory look.*

5. Reading 3.4 - Wansink, Brian. "Using laddering to understand and leverage a brand's equity." *Qualitative Market Research: An International Journal* (2003).

*Skim. Having understood the use of laddering to see how the consequences of product features lead to different desirable (or undesirable) need states for the consumer (laddering), Wansink applies this approach to understand how brands might influence evaluation and needs gratification. Another very similar representation of this process of consumers drawing inferences from brands/products/services/attributes regarding the consequences of their purchase/use in meeting their needs is end-means analysis. Look*

*at the definition of end-means analysis. Wansink provides some nice examples of the use of laddering with brands in his Table III.*

6. Reading 3.5 - Almquist, E., Senior, J., & Bloch, N. (2016). The elements of value. *Harvard Business Review*, 94(9), 47-53.

*Skim. This paper describes 30 “elements of value” that meet four kinds of need - functional, emotional, life changing, and social impact—and that, when optimally combined, increase customer loyalty and revenue growth.*

7. Reading 3.6 - Wang, E. S. T., & Yu, J. R. (2016). Means-end chain approach for exploring the motivation of ready-to-drink tea consumers. *Asia Pacific Journal of Marketing and Logistics*, 28(3), 384-395.

*Skim. Building upon the attribute-consequence-value model of the means-end chain approach, this paper explores the attributes of ready-to-drink (RTD) tea beverage products that motivate consumers to purchase RTD tea. Data were collected through a qualitative face-to-face survey of 153 RTD tea beverage consumers in Taiwan.*