

BRAND MANAGEMENT

GUIDE TO READINGS

Lecture 4 – Guide to Readings

1. Reading 4.1 - Tim Calkins (2019), Creating a Powerful Brand Portfolio. *Kellogg on Branding in a Hyper-Connected World*, John Wiley & Sons

Skim. This paper focuses on managing brand portfolios. Important issues include primary brand, sub brand, endorser brand, ingredient and service brands, and two basic models for brand portfolios: “house of brands” and “branded house.”

2. Reading 4.2 - Aaker, D. A., & Joachimsthaler, E. (2000). The brand relationship spectrum: The key to the brand architecture challenge. *California Management Review*, 42(4), 8-23.

Skim. This article introduces a powerful brand architecture tool, the brand relationship spectrum. It is intended to help brand architecture strategists to employ, with insight and subtlety, subbrands and endorsed brands.

3. Reading 4.3 - Hill, S., Ettenson, R., & Tyson, D. (2005). Achieving the ideal brand portfolio. *Sloan Management Review*, 46(2), 85-90.

Skim. This paper provides a five-step approach that illuminates which brands should be supported, retired, repositioned or otherwise honed to bring greater clarity to the portfolio.

4. Reading 4.4 - Kumar, N. (2003). Kill a brand, keep a customer. *Harvard Business Review*, 81(12), 86-95.

Skim. This paper proposes a simple four-step process for firms to optimize their brand portfolios.

5. Chapter 11 “Designing and implementing brand architecture strategies” of the textbook Keller, K. L. (2013). *Keller: Strategic Brand Management eBook GE 4e*. Pearson Higher Ed. *This e-book is available on the university online library.*