Strategic Brand Management

Building, Measuring, and Managing Brand Equity
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Fifth Edition

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Dedication

This book is dedicated to the memories of my father and mother with much love, respect, and admiration.
—KLK

This book is dedicated to the memory of my father, to my mother, and to my family, with much love and gratitude.
—VS
# BRIEF CONTENTS

<table>
<thead>
<tr>
<th>PART I</th>
<th>Opening Perspectives</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 1</td>
<td>Brands and Brand Management</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART II</th>
<th>Developing a Brand Strategy</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 2</td>
<td>Customer-Based Brand Equity and Brand Positioning</td>
<td>37</td>
</tr>
<tr>
<td>CHAPTER 3</td>
<td>Brand Resonance and the Brand Value Chain</td>
<td>76</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART III</th>
<th>Designing and Implementing Brand Marketing Programs</th>
<th>111</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 4</td>
<td>Choosing Brand Elements to Build Brand Equity</td>
<td>111</td>
</tr>
<tr>
<td>CHAPTER 5</td>
<td>Designing Marketing Programs to Build Brand Equity</td>
<td>147</td>
</tr>
<tr>
<td>CHAPTER 6</td>
<td>Integrating Marketing Communications to Build Brand Equity</td>
<td>184</td>
</tr>
<tr>
<td>CHAPTER 7</td>
<td>Branding in the Digital Era</td>
<td>219</td>
</tr>
<tr>
<td>CHAPTER 8</td>
<td>Leveraging Secondary Brand Associations to Build Brand Equity</td>
<td>261</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART IV</th>
<th>Measuring And Interpreting Brand Performance</th>
<th>297</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 9</td>
<td>Developing a Brand Equity Measurement and Management System</td>
<td>297</td>
</tr>
<tr>
<td>CHAPTER 10</td>
<td>Measuring Sources of Brand Equity: Capturing Customer Mind-Set</td>
<td>331</td>
</tr>
<tr>
<td>CHAPTER 11</td>
<td>Measuring Outcomes of Brand Equity: Capturing Market Performance</td>
<td>370</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART V</th>
<th>Growing and Sustaining Brand Equity</th>
<th>395</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 12</td>
<td>Designing and Implementing Brand Architecture Strategies</td>
<td>395</td>
</tr>
<tr>
<td>CHAPTER 13</td>
<td>Introducing and Naming New Products and Brand Extensions</td>
<td>438</td>
</tr>
<tr>
<td>CHAPTER 14</td>
<td>Managing Brands Over Time</td>
<td>481</td>
</tr>
<tr>
<td>CHAPTER 15</td>
<td>Managing Brands Over Geographic Boundaries and Market Segments</td>
<td>516</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART VI</th>
<th>Closing Perspectives</th>
<th>549</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 16</td>
<td>Closing Observations</td>
<td>549</td>
</tr>
</tbody>
</table>
CONTENTS

Preface xxi
About the Authors xxix

PART I Opening Perspectives 1

CHAPTER 1 Brands and Brand Management 1

Preview 2

What Is a Brand? 2
  Brand Elements 2
  Brands versus Products 3
  BRANDING BRIEF 1-1: Coca-Cola’s Branding Lesson 5

Why Do Brands Matter? 6
  Consumers 6
  Firms 7

Can Anything Be Branded? 8
  BRANDING BRIEF 1-2: Branding Commodities 9
  Physical Goods 10
  THE SCIENCE OF BRANDING 1-1: History of Branding 10
  Services 12
  BRANDING BRIEF 1-3: Adobe 13
  Retailers and Distributors 14
  Digital Brands 14
  People and Organizations 16
  Sports, Arts, and Entertainment 17
  BRANDING BRIEF 1-4: Place Branding 19
  Geographic Locations 19
  Ideas and Causes 19

What Are the Strongest Brands? 19
  THE SCIENCE OF BRANDING 1-3: On Brand Relevance and Brand Differentiation 21

Branding Challenges and Opportunities 22
  Unparalleled Access to Information and New Technologies 22
  Downward Pressure on Prices 22
  Ubiquitous Connectivity and the Consumer Backlash 23
  Sharing Information and Goods 23
  Unexpected Sources of Competition 24
  Disintermediation and Reintermediation 24
  Alternative Sources of Information about Product Quality 25
  Winner-Takes-All Markets 25
  Media Transformation 26
  The Importance of Customer-Centricity 27

The Brand Equity Concept 28

Strategic Brand Management Process 29
  Identifying and Developing Brand Plans 29
  Designing and Implementing Brand Marketing Programs 29
PART II Developing a Brand Strategy 37

CHAPTER 2 Customer-Based Brand Equity and Brand Positioning 37

Preview 38

Customer-Based Brand Equity 38
Defining Customer-Based Brand Equity 38
Brand Equity as a Bridge 39

Making a Brand Strong: Brand Knowledge 41

Sources of Brand Equity 42
Brand Awareness 42
Brand Image 46

Identifying and Establishing Brand Positioning 47
Basic Concepts 47
Target Market 48
Nature of Competition 51
Points-of-Parity and Points-of-Difference 52

BRANDING BRIEF 2-1: Subaru Finds Its Groove 52

Positioning Guidelines 54
Defining and Communicating the Competitive Frame of Reference 54
Choosing Points-of-Difference 55
Establishing Points-of-Parity and Points-of-Difference 56

BRANDING BRIEF 2-2: Positioning Politicians 57
Straddle Positions 58
Updating Positioning over Time 59

THE SCIENCE OF BRANDING 2-1: Brand Values Pyramid 61
Developing a Good Positioning 63

Defining a Brand Mantra 63
Brand Mantras 63

BRANDING BRIEF 2-3: Nike Brand Mantra 64
BRANDING BRIEF 2-4: Disney Brand Mantra 65

THE SCIENCE OF BRANDING 2-2: Branding Inside the Organization 67

Review 67
Discussion Questions 68

BRAND FOCUS 2.0: The Marketing Advantages of Strong Brands 68

Notes 70

CHAPTER 3 Brand Resonance and the Brand Value Chain 76

Preview 77

Building a Strong Brand: The Four Steps of Brand Building 77
Brand Salience 77
Brand Performance 82
Brand Imagery 83
THE SCIENCE OF BRANDING 3-1: How Customer Experiences Define a Brand 86
   Brand Judgments  87
   Brand Feelings  89
   Brand Resonance  90

BRANDING BRIEF 3-1: Building Brand Communities 91
   Brand-Building Implications  92

BRANDING BRIEF 3-2: How Digital Platform-Based Brands Create Customer Engagement 97

The Brand Value Chain 98
   Value Stages  99
   Implications  101

Review  102
Discussion Questions 104

BRAND FOCUS 3.0: Creating Customer Value 104

Notes  107

PART III Designing and Implementing Brand Marketing Programs 111

CHAPTER 4 Choosing Brand Elements to Build Brand Equity 111

Criteria for Choosing Brand Elements 112
   Memorability  113
   Meaningfulness 113
   Likability  113
   Transferability  113
   Adaptability 114

THE SCIENCE OF BRANDING 4-1: Counterfeit Business Is Booming 115
   Protectability  116

Options and Tactics for Brand Elements 117
   Brand Names  117
   URLs  123
   Logos and Symbols 124
   Characters  125

BRANDING BRIEF 4-1: StarKist’s Charlie the Tuna 126
   Slogans  128

BRANDING BRIEF 4-2: Updating Betty Crocker 128
   Jingles  131
   Packaging  132

Putting It All Together 136

BRANDING BRIEF 4-3: Do-Overs with Brand Makeovers 136

Review  138
Discussion Questions 139

BRAND FOCUS 4.0: Legal Branding Considerations 139

Notes  142

CHAPTER 5 Designing Marketing Programs to Build Brand Equity 147

New Perspectives on Marketing  148
Integrating Marketing  150
CONTENTS

BRANDING BRIEF 5-1: Yeti Is the "Cooler" Brand 150
  Personalizing Marketing 151
  Reconciling the Different Marketing Approaches 156

Product Strategy 156
  Perceived Quality 156
  Managing Customers Post-Purchase 157

Pricing Strategy 159
  THE SCIENCE OF BRANDING 5-1: Understanding Consumer Price Perceptions 160
    Consumer Price Perceptions and Setting Prices 160
    Summary 165

Channel Strategy 166
  Channel Design 166
  THE SCIENCE OF BRANDING 5-2: Research on Omnichannel 168
    Indirect Channels 168
  BRANDING BRIEF 5-2: Chew on This: How Milk-Bone Brushing Chews Connected with Customers 170
    Direct Channels 172
    Online Strategies 174
    Summary 174

Review 175
Discussion Questions 175

BRAND FOCUS 5.0: Private-Label Strategies and Responses 176
Notes 179

CHAPTER 6 Integrating Marketing Communications to Build Brand Equity 184

Preview 185

The New Media Environment 186
  Challenges in Designing Brand-Building Communications 186
  Role of Multiple Communications 188

Four Major Marketing Communication Options 188
  Advertising 188
  THE SCIENCE OF BRANDING 6-1: The Importance of Database Marketing 195
    Promotion 198
    Online Marketing Communications 200
    Events and Experiences 200
  BRANDING BRIEF 6-1: Brand Building via the X Games 203

Brand Amplifiers 205
  Public Relations and Publicity 205
  Word-of-Mouth 206

Developing Integrated Marketing Communication Programs 206
  Criteria for IMC Programs 207
  THE SCIENCE OF BRANDING 6-2: Coordinating Media to Build Brand Equity 209
    Using IMC Choice Criteria 211

Review 211
Discussion Questions 212

BRAND FOCUS 6.0: Empirical Generalizations in Advertising 213
Notes 215
CHAPTER 7  Branding in the Digital Era  219

Preview  220

Key Issues for Branding in the Digital Era  220
Changes in the Consumer Decision Journey  220
Growth of Online Retailing  222

BRANDING BRIEF 7-1:  The Phenomenal Rise of Amazon  222
Advertising and Promotions Using Digital Channels  224

BRACING BRIEF 7-2:  Igniting a Digital Firestorm  224
One-to-Many to Many-to-Many Channels  225
Increase in Consumer Touchpoints  226
Increase in Data Availability  226
Digital Personalization  227
Loss of Control over Brand Message and Co-Creation of Brand Meaning  229
User Experience Is the Key to Digital Brand Success  231

THE SCIENCE OF BRANDING 7-1:  Is Co-Creation of Brands and Products Always Good?  231
Brands as Cultural Symbols  232

Brand Engagement  233
Brand Engagement Pyramid  234
Negative Brand Engagement  234

BRANDING BRIEF 7-3:  Shaving the Price of Razors  235

THE SCIENCE OF BRANDING 7-2:  Drivers of Brand Engagement  236

Digital Communications  236
Company Web Sites  238
E-mail Marketing  238

BRANDING BRIEF 7-4:  Campaigning Using Clicks with Google AdWords  240

Overview of Social Media Paid Channels  242
Facebook  242
Twitter  245
Instagram  245
Pinterest  246
Video  246
Global Use of Social Media  247

BRANDING BRIEF 7-5:  On Being Social in China  247

Mobile Marketing  248

BRANDING BRIEF 7-6:  Turning Flight Delays into Marketing Opportunities  249

Influencer Marketing and Social Media Celebrities  250

Content Marketing  251
Guidelines for Good Content Marketing  251
Case Studies  252
Legal and Ethical Considerations  252
The Pros and Cons of Paid Channels and the Need for Integration  253

Brand Management Structure  254

Review  255
Discussion Questions  255

BRAND FOCUS 7.0:  Understanding How Online Word-of-Mouth Influences Brands and Brand Management  256

Notes  257
CHAPTER 13  Introducing and Naming New Products and Brand Extensions  438

Preview  439

New Products and Brand Extensions  439
   BRANDING BRIEF 13-1: Growing the McDonald’s Brand  440

Advantages of Extensions  442
   Facilitate New-Product Acceptance  442
   Provide Feedback Benefits to the Parent Brand  445

Disadvantages of Brand Extensions  447
   Can Confuse or Frustrate Consumers  447
   Can Encounter Retailer Resistance  447
   Can Fail and Hurt Parent Brand Image  448
   Can Succeed but Cannibalize Sales of Parent Brand  448
   Can Succeed, but Diminish Identification with Any One Category  448
   BRANDING BRIEF 13-2: Are There Any Boundaries to the Virgin Brand Name?  449
   Can Succeed, but Hurt the Image of the Parent Brand  450
   Can Dilute Brand Meaning  450
   Can Cause the Company to Forego the Chance to Develop a New Brand  451

Understanding How Consumers Evaluate Brand Extensions  451
   Managerial Assumptions  452
   Brand Extensions and Brand Equity  452
   Vertical Brand Extensions  454
   THE SCIENCE OF BRANDING 13-1: Scoring Brand Extensions  454
   BRANDING BRIEF 13-3: Levi’s Extends Its Brand  457

Evaluating Brand Extension Opportunities  458
   Define Actual and Desired Consumer Knowledge about the Brand  459
   Identify Possible Extension Candidates  459
   Evaluate the Potential of the Extension Candidate  459
   Design Marketing Programs to Launch Extension  461
   Evaluate Extension Success and Effects on Parent Brand Equity  462

Extension Guidelines Based on Academic Research  462
   Review  470
   Discussion Questions  470

BRAND FOCUS 13.0: Apple: Creating a Tech Megabrand  471
   Notes  475

CHAPTER 14  Managing Brands Over Time  481

Preview  482

Reinforcing Brands  482
   Maintaining Brand Consistency  485
   BRANDING BRIEF 14-1: Patagonia  486
   BRANDING BRIEF 14-2: Pabst  488
   Protecting Sources of Brand Equity  489
   BRANDING BRIEF 14-3: Volkswagen  490
   THE SCIENCE OF BRANDING 14-1: Understanding Brand Crises  491
   Fortifying versus Leveraging  493
   Fine-Tuning the Supporting Marketing Program  493
Revitalizing Brands  495

BRANDING BRIEF 14-4: Harley-Davidson Motor Company  496
BRANDING BRIEF 14-5: A New Morning for Mountain Dew  498
BRANDING BRIEF 14-6: Remaking Burberry’s Image  499
Expanding Brand Awareness  501
Improving Brand Image  504

Adjustments to the Brand Portfolio  507
Migration Strategies  507
Acquiring New Customers  507
Retiring Brands  507
Obsoleting Existing Products  508

Review  509
Discussion Questions  510

BRAND FOCUS 14.0: Responding to a Brand Crisis  511
Notes  513

CHAPTER 15  Managing Brands Over Geographic Boundaries and Market Segments  516

Preview  517
Regional Market Segments  517
Other Demographic and Cultural Segments  518
Marketing Based on Age  518
Marketing Based on Ethnicity  520

Global Branding  521

BRANDING BRIEF 15-1: Marketing to Ethnic Groups  522
Why Should a Brand Focus on Global Markets?  524
Advantages of Global Marketing  524
Disadvantages of Global Marketing  525

THE SCIENCE OF BRANDING 15-1: Key Insights Regarding Global Brand Strategies Based on Research Findings  527

Strategies for Creating & Managing Global Brands  529
Creating Global Brand Equity  529
Global Brand Positioning  529

BRANDING BRIEF 15-2: Coca-Cola’s Global Brand Strategy with Local Elements  531

Customizing Marketing Mix Elements in Local Markets for Global Brands  532
Product Strategy  532
Communication Strategy  533
Pricing Strategy  533

Marketing to Consumers in Developing and Developed Markets  534

Ten Commandments to Building Global Customer-Based Brand Equity  534

BRANDING BRIEF 15-3: Marketing to Bicultural Consumers Using Bilingual Advertising  536
BRANDING BRIEF 15-4: Managing Global Nestlé Brands  538

Review  542
Discussion Questions  542

BRAND FOCUS 15.0: China’s Global Brand Ambitions  543
Notes  544
PART VI  Closing Perspectives  549

CHAPTER 16  Closing Observations  549

Preview  550

Strategic Brand Management Guidelines  550
  Summary of Customer-Based Brand Equity Framework  550
  Tactical Guidelines  552

What Makes a Strong Brand?  556
  BRANDING BRIEF 16-1:  The Brand Report Card  556
  BRANDING BRIEF 16-2:  Reinvigorating Branding at Procter & Gamble  558

Future Brand Priorities  560
  Fully and Accurately Factor the Consumer into the Branding Equation  560
  Go Beyond Product Performance and Rational Benefits  562
  Make the Whole of the Marketing Program Greater Than the Sum of the Parts  563
  Understand Where You Can Take a Brand (and How)  565
  Do the "Right Thing" with Brands  566
  Take a Big Picture View of Branding Effects. Know What Is Working (and Why)  566
  Finding the Branding Sweet Spot  567
  New Capabilities for Brand Marketers  568

Review  570

Discussion Questions  570

BRAND FOCUS 16.0:  Special Applications  570

Notes  576

Index  579
WHAT IS THE BOOK ABOUT?
This book deals with brands—why they are important, what they represent to consumers, and what firms should do to manage them properly. As many business executives now recognize, perhaps one of the most valuable assets a firm has are the brands it has invested in and developed over time. Although brands may represent invaluable intangible assets, creating and nurturing a strong brand poses considerable challenges.

The chief purpose of this book is to provide a comprehensive and up-to-date treatment of the subjects of brands, brand equity, and strategic brand management—the design and implementation of marketing programs and activities to build, measure, and manage brand equity. One of the book’s important goals is to provide managers with concepts and techniques to improve the long-term profitability of their brand strategies. We incorporate current thinking and developments on these topics from both academics and industry participants, and combine a comprehensive theoretical foundation with enough practical insights to assist managers in their day-to-day and long-term brand decisions. And we draw on illustrative examples and case studies of brands marketed in the United States and all over the world.

We address three important questions:
1. How can we create brand equity?
2. How can we measure brand equity?
3. How can we sustain brand equity to expand business opportunities?

What’s Different about This Book?
Although a number of excellent books have been written about brands, no book has really maximized breadth, depth and relevance to the greatest possible extent. We developed a framework that provides a definition of brand equity, identified sources and outcomes of brand equity, and provided tactical guidelines about how to build, measure, and manage brand equity. The framework approaches branding from the perspective of the consumer; it is called customer-based brand equity.

Who Should Read the Book?
A wide range of people can benefit from reading this book:
• Students interested in increasing both their understanding of basic branding principles and their exposure to classic and contemporary branding applications and case studies
• Managers and analysts concerned with the effects of their day-to-day marketing decisions on brand performance
• Senior executives concerned with the longer-term prosperity of their brand franchises and product or service portfolios
• All marketers interested in new ideas with implications for marketing strategies and tactics

The perspective we adopt is relevant to any type of organization (public or private, large or small), and the examples cover a wide range of industries and geographies.

NEW TO THIS EDITION
As we all know, the world of marketing is undergoing a radical transformation. The growth of digital and mobile technologies has given consumers the ability to connect with each other at warped speed and on a scale that has never been witnessed before. The access to information in today’s world is unparalleled, and brand marketers are using a plethora of new digital channels to connect with consumers, creating exciting new opportunities along with daunting new challenges for brands.
NEW: A Greater Focus on Digital Branding

Against this backdrop, the new edition has taken a fresh look at branding paradigms and practices through a digital lens, while retaining aspects of traditional brand management that continue to be important and relevant. We have achieved this both by updating existing material and adding new examples with a view toward incorporating the latest developments. More important, a whole new Chapter 7 titled “Branding in the Digital Era” has been written. This chapter provides an overview of the key changes that have transformed the world of branding, has integrated a variety of new case studies to highlight these changes, and has proposed a novel way of assessing impact of brands on consumers using the metric of brand engagement. This chapter also provides a comprehensive overview of the major digital channels, and discusses their pros and cons.

NEW Examples and Boxes in Chapters 1–16

We also highlight the many changes to the brand management function and have incorporated updated content throughout all the chapters, adding new material on important examples or topics about brands as listed in the following section:

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Brand and/or Topic</th>
</tr>
</thead>
</table>
| 1: Brands and Brand Management | **New Examples:** Adobe, Airbnb, Lady Gaga, LaCroix  
**New Brand Focus:** Unlocking the Secrets of Digital Native Brands |
| 2: Customer-Based Brand Equity and Brand Positioning | **New Example:** Annie’s Homegrown, Netflix |
| 3: Brand Resonance and Brand Value Chain | **New Branding Brief:** How Digital-Platform-Based Brands Create Customer Engagement |
| 4: Choosing Brand Elements to Build Brand Equity | **New Examples:** JetBlue, Method, StarKist’s Charlie  
**New Branding Briefs:** Do-Overs with Brand Makeovers; The Battle over Trademarks |
| 5: Designing Marketing Programs to Build Brand Equity | **New Example:** Yeti Is the Cooler Brand  
**New Branding Brief:** Chew on This: Milk Bone Brushing Chews Connected with Customers  
**New Science of Branding:** Research on Omnichannel |
| 6: Integrating Marketing Communications to Build Brand Equity | **New Examples:** Tide, Grey Goose |
| 7: Branding in the Digital Era (NEW!) | **New Examples:** Pepsi’s Ad Misfire, Tough Mudder, John Deere – Furrow Magazine  
**New Branding Briefs:** Campaigning Using Clicks with Google AdWords; Igniting a Digital Firestorm, On Being Social in China; Shaving the Price of Razors; The Phenomenal Rise of Amazon; Turning Flight Delays into Marketing Opportunities  
**New Science of Branding:** Is Co-Creation of Products and Brands Always Good; Drivers of Brand Engagement  
**New Brand Focus:** Understanding How Online Word-of-Mouth Influences Brands and Brand Management |
| 8: Leveraging Secondary Brand Associations to Build Brand Equity | **New Example:** Grey Goose  
**New Branding Brief:** Rachael Ray’s Nutrish |
In addition, we have updated nearly all the existing cases, removed outdated cases, and have provided new insights and information where applicable. Our focus on new digitally focused brands, as well as brands that have undergone major transformations, has allowed us to provide in-depth timelines on innovative brands and companies including Amazon, Google, Apple, Mountain Dew, Harley Davidson, and Burberry. These timelines will help the reader trace key developments in the history of these brands.

**NEW Topics in Branding**

The book also attempts to provide some insights into new topics relating to branding. Examples of new topics include:

- Attribution modeling
- Social listening
- Netnography as a research technique
- Influencer marketing
- Online brand engagement
- New capabilities for brand marketers
- Digital platform brands
- Digital native vertical brands
- Marketing to bicultural consumers
- Managing brand crises in the social media era

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</tr>
</thead>
</table>
| 9: Developing a Brand Equity Measurement and Management System | **New Example:** Domino’s Pizza  
**New Branding Brief:** How Taco Bell Uses Data-Driven Social Media Marketing to Engage Its Customers |
| 10: Measuring Sources of Brand Equity: Capturing Customer Mind-Set | **New Branding Briefs:** Gatorade’s Social Media Command Center; How P&G Innovates Using Qualitative Research Data; Netnography as a Digital Research Technique; Understanding Attribution Modeling |
| 11: Measuring Outcomes of Brand Equity: Capturing Market Performance | **New Brand Focus:** Financial Perspectives on Brands and the Brand Value Chain |
| 12: Designing and Implementing Brand Architecture Strategies | **New Examples:** GE, L.L.Bean, Philips, Toms Shoes  
**New Branding Briefs:** Google: Expanding Beyond Search; Netflix: Evolving a Brand Architecture to Grow the Brand  
**New Brand Focus:** Corporate Social Responsibility and Brand Strategy |
| 13: Introducing and Naming New Products and Brand Extensions | **New Examples:** Coke Zero  
**New Brand Focus:** Apple: Creating a Tech Megabrand |
| 14: Managing Brands Over Time | **New Examples:** Chobani, Febreze, JC Penney, Pabst, Volkswagen  
**New Branding Brief:** Patagonia  
**New Science of Branding:** Understanding Brand Crises |
| 15: Managing Brands Over Geographic Boundaries and Market Segments | **New Example:** Häagen-Dazs Global Brand, Levi Strauss, Nielsen’s Spectra Behaviorstages, Campbell’s Soup, Lenovo in China  
**New Branding Brief:** Marketing to Bicultural Consumers Using Bilingual Advertising |
| 16: Closing Observations | **New Section:** New Capabilities for Brand Marketers |
SOLVING TEACHING AND LEARNING CHALLENGES

The book is aimed at both students who are focusing on brand management as it relates to a career, and those students who are intellectually curious about the topic. The key challenges in teaching and learning surrounding this course can be framed as four questions that are posed by students:

1. How are these concepts relevant to the real world?
2. How do we know that this is true? Do we have any evidence that this phenomenon exists or is true?
3. How can the frameworks proposed here be useful to a practicing manager in decision-making?
4. How can the instructor ensure that students apply their critical-thinking skills in evaluating the frameworks in this book?

We have two features that address the real-world applicability of our chapters. These are in-text examples and Branding Briefs. In-text examples connect to key ideas in the section, and typically highlight a specific brand or an issue that a brand is facing.
Branding Briefs are slightly longer real-world case scenarios that provide a more in-depth look into a brand’s strategy, with a view toward enhancing students’ understanding regarding a particular topic by bringing key concepts to life.

Another frequently encountered question from students is as follows: How do we know that these brands have any effect on consumers? What is the evidence for this? To address this question, we have incorporated The Science of Branding. These sections appear throughout the textbook and highlight the latest academic research on a topic. We use jargon-free language to enhance the accessibility of the material to all types of audiences, e.g., academic, practitioner, and consultant. 
Each chapter contains a Brand Focus appendix that delves into detail on specific branding-related topics such as brand audits, private labels, legal issues, etc.

DEVELOPING EMPLOYABILITY SKILLS

Brand management is undergoing a transformation, and the chapters in this book have shone a spotlight on various aspects of brand management and the shifting roles of brand managers. Many of the skills that are needed to manage brands are also skills that are required in leadership roles within companies and organizations. We highlight a few of these critical skills needed in Chapter 16 of the book.

INSTRUCTOR TEACHING RESOURCES

This program comes with the following teaching resources.

Supplements available to instructors at www.pearsonhighered.com

Instructor’s Manual authored by Christy Ashley from The University of Rhode Island

Features of the Supplement

- Chapter-by-chapter summaries
- Examples and activities not in the main book
- Teaching outlines
- Teaching tips
- Solutions to all questions and problems in the book

PowerPoints

Slides include all the graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include, but are not limited to:

- Keyboard and screen reader access
- Alternative text for images
- High color contrast between background and foreground colors
ACKNOWLEDGEMENTS

Kevin Lane Keller

I have been gratified by the acceptance of the first four editions of *Strategic Brand Management*. It has been adopted by numerous universities and used by scores of marketing executives around the world. The success of the text is, in large part, due to the help and support of others whom I would like to acknowledge and thank.

My first thanks—and a big one—goes to Vanitha Swaminathan who agreed to become a co-author on this new edition. She has done a superb job leading the revision effort and updating the book in so many interesting and important ways. I am very much indebted to her scholarship and love of branding, which is reflected in everything that she does.

The Pearson team on the fifth edition was a huge help in the revision—many thanks to Ana Diaz-Caneja, Lynn Huddon, Maya Lane, Michelle Zeng, and Stephanie Wall.

I have learned much about branding in my work with industry participants, who have unique perspectives on what is working and not working (and why) in the marketplace. Our discussions have enriched my appreciation for the challenges in building, measuring, and managing brand equity and the factors affecting the success and failure of brand strategies.

I have benefited from the wisdom of my colleagues at the institutions where I have held academic positions: Dartmouth College, Duke University, the University of California at Berkeley, Stanford University, the Australian Graduate School of Management, and the University of North Carolina at Chapel Hill.

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He has served as a consultant and advisor to marketers for some of the world’s most successful brands, including Accenture, American Express, Disney, Ford, Intel, Levi Strauss, L.L. Bean, Nike, Procter & Gamble, and Samsung. Additional brand-consulting activities have been with other top companies such as Allstate, Beiersdorf (Nivea), BJs, BlueCross BlueShield, Campbell, Capital One, Caterpillar, Colgate, Combe, Eli Lilly, ExxonMobil, General Mills, GfK, Goodyear, Hasbro, Heineken, Intuit, Irving Oil, Johnson & Johnson, Kodak, Mayo Clinic, MTV, Nordstrom, Ocean Spray, Red Hat, SAB Miller, Serta, Shell Oil, Starbucks, Time Warner Cable, Unilever, and Young & Rubicam. He has served as an expert witness for a wide variety of firms. He has also served as an academic trustee for the Marketing Science Institute and as their executive director from 2013 to 2015.

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Professor Keller is currently conducting a variety of studies that address strategies to build, measure, and manage brand equity. In addition to Strategic Brand Management, which has been heralded as the “bible of branding,” he is also the co-author (with Philip Kotler) of the all-time best-selling introductory marketing textbook, Marketing Management, now in its fifteenth edition.

An avid sports, music, and film enthusiast, in his so-called spare time he has helped to manage and market, as well as serve as executive producer for, one of Australia’s great rock and roll treasures, The Church, along with American power-pop legends Tommy Keene and Dwight Twilley. He also serves on the board of directors for The Doug Flutie, Jr. Foundation for Autism and the Lebanon Opera House. Professor Keller lives in Etna, New Hampshire, with his wife, Punam (also a Tuck marketing professor), and his two daughters, Carolyn and Allison.
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Professor Swaminathan has published in various leading marketing and management journals including Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Marketing Science, and Strategic Management Journal. She is currently serving as area editor of Journal of Marketing, and has served as associate editor for the Journal of Consumer Psychology. She has won awards for her research, including the Lehmann award for the best dissertation-based article and Journal of Advertising’s Best Paper Award, and has been selected as Marketing Science Institute’s Young Scholar. Professor Swaminathan serves as a president of American Marketing Association’s Academic Council (2018–2019) and currently serves on the American Marketing Association’s Academic Council for the period 2014–2020.

Professor Swaminathan’s research and commentaries on branding and digital marketing are quoted in various international media outlets such as Forbes, Washington Post, The Miami Herald, Los Angeles Times, U.S. News & World Report, NPR, Sirius Radio, Science Daily, Slate, Pittsburgh Post-Gazette, Economic Times (India), Frontline (India), BBC Brasil (UK), and Último. She has worked with companies such as The Hershey Company, Kraft Heinz, StarKist, AC Nielsen, GlaxoSmithKline, and Procter & Gamble on marketing and branding consulting projects. She has also extensively worked with small businesses on advising them regarding their digital marketing efforts.

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