

# Strategic Brand Management

Building, Measuring, and  
Managing Brand Equity



# Strategic Brand Management

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Managing Brand Equity

**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



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# PREFACE

## 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:

NEW EXAMPLES AND BOXES IN FIFTH EDITION

| Chapter  | Brand and/or Topic  |
|--|---|
| 1: Brands and Brand Management                                   | <b>New Examples:</b> Adobe, Airbnb, Lady Gaga, LaCroix<br><b>New Brand Focus:</b> Unlocking the Secrets of Digital Native Brands  |
| 2: Customer-Based Brand Equity and Brand Positioning             | <b>New Example:</b> Annie’s Homegrown, Netflix  |
| 3: Brand Resonance and Brand Value Chain                         | <b>New Branding Brief:</b> How Digital-Platform-Based Brands Create Customer Engagement   |
| 4: Choosing Brand Elements to Build Brand Equity                 | <b>New Examples:</b> JetBlue, Method, StarKist’s Charlie<br><b>New Branding Briefs:</b> Do-Overs with Brand Makeovers; The Battle over Trademarks   |
| 5: Designing Marketing Programs to Build Brand Equity            | <b>New Example:</b> Yeti Is the Cooler Brand<br><b>New Branding Brief:</b> Chew on This: Milk Bone Brushing Chews Connected with Customers<br><b>New Science of Branding:</b> Research on Omnichannel   |
| 6: Integrating Marketing Communications to Build Brand Equity    | <b>New Examples:</b> Tide, Grey Goose   |
| 7: Branding in the Digital Era (NEW!)                            | <b>New Examples:</b> Pepsi’s Ad Misfire, Tough Mudder, John Deere – <i>Furrow</i> Magazine<br><b>New Branding Briefs:</b> 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<br><b>New Science of Branding:</b> Is Co-Creation of Products and Brands Always Good; Drivers of Brand Engagement<br><b>New Brand Focus:</b> Understanding How Online Word-of-Mouth Influences Brands and Brand Management |
| 8: Leveraging Secondary Brand Associations to Build Brand Equity | <b>New Example:</b> Grey Goose<br><b>New Branding Brief:</b> Rachael Ray’s Nutrish  |

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

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

## 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.

### ANNIE'S HOMEGROWN

Annie's Homegrown has successfully created a brand image by advertising that its food can help you live the good life. "Choose Good" is the theme across their ads which concludes with "Good can be hard, but Good can also be easy." Annie's stated mission is to make the world healthier and happier through nourishing and healthy foods and by a healthy code of conduct in all that they do and how they treat people and the planet.

Annie's has the second largest market share in the boxed pasta market next only to Kraft. It also has made inroads into various categories such as frozen pizza, crackers, salad dressing, and the condiment market. So, how did Annie's Homegrown carve out a unique position in a market dominated by large corporations such as Kraft? Annie's Homegrown's focus on corporate social responsibility was the right focus at the right time, and it resonated with the shifting consumers' interest in sustainability and corporate social responsibility. Its packaging consisted of faux-handwritten letters from founder Annie Withey and was made of recycled paper.<sup>76</sup> Annie's flavors such as "Organic Peace Pasta & Parmesan," in a tie-dye box, had a unique feel to them. The signature brand character "Bernie the Bunny" made the brand seem warm and lovable.<sup>76</sup> Their Web site featured 3-minute videos dedicated to American family farms. Thus, in many different ways, Annie's Homegrown married comfort foods with ethical values, which resonated with its consumers, including themes such as supporting small, family farmers and social commitments like college scholarships for students studying sustainable agriculture, and so on.

In 2014, Annie's Homegrown was acquired by General Mills for \$820 million. Despite its acquisition, Annie's has maintained its positioning and values, and has branched out into other product categories (e.g., cereal). Of note is that this acquisition by General Mills is part of a general trend by big food manufacturers—such as Coca-Cola, Kellogg's, and General Mills—of acquiring small brands with healthy, environmentally aware positioning. Following the acquisition, Annie's Homegrown has retained its small but stable market share in the increasingly popular segment of clean, environmentally aware, and healthy foods.<sup>77</sup>



Annie's Homegrown has crafted a special brand image by focusing its positioning on nourishing and healthy foods that can help customers live the good life.



**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.



### BRANDING BRIEF 5-1

#### Yeti Is the "Cooler" Brand

**Y**eti is a manufacturer of high-quality and expensive coolers that have become status symbols for members of its core target audience, such as hunters and fishers. The brand is known for its authentic messaging, and its coolers range in price from a low of \$250 to thousands of dollars. Its best-selling models are small and medium-sized hardcase coolers that fit in the back of a truck or car. Yeti is credited with reinventing this category and for creating an aspirational brand among its target audiences.

A key marketing challenge that the brand has had to overcome is the high sticker price associated with a mundane product (i.e., coolers). So, what are the keys to Yeti's success? The coolers actually work; they keep ice cold for days. However, Yeti needed to convince customers of the value of the product and, to do so, relied on professional endorsements from well-known individuals in hunting and fishing communities. Yeti used some traditional print advertising and placed these endorsement ads in hunting and fishing programs on outdoor channel, along with marketing on specialized networks such as Sportsman, World Fishing Network, and so forth. Its credibility got a further boost when the company received an endorsement from the Interagency Grizzly Bear Committee that the coolers were "grizzly proof."


To build awareness among its target audiences, Yeti has also made considerable investments in social media. To further create excitement for the brand, Yeti invested in apparel and merchandise, such as branded hats, T-shirts, and bottle openers, and included these with every cooler purchased, ensuring increased buzz about its products. The company has also invested significantly in data analysis to personalize the content audiences receive, based on historical data on prior purchase behavior, favorite outdoor adventures, and so on. Yeti also ensures that the varying touchpoints are well-orchestrated to provide a unified experience. By relying on a combination of traditional and non-traditional approaches, combining online and offline advertising, and deploying personalized marketing approaches, Yeti has been successful in creating an aspirational brand.



The Yeti brand of coolers is seen as a status symbol, thanks to high quality, authentic messaging and the use of non-traditional/social media marketing.

The Yeti brand grew from \$5 million to \$450 million in 2016 and is now facing a new set of challenges. Competition in the high-end cooler market has increased with the entry of brands such as Igloo's Sportsman, Orion 45, and Cabela's Polar Cap. Therefore, the company has to work extremely hard to maintain its appeal and authenticity. To do so, Yeti has become more deliberate in its use of social media marketing. For example, it produces and distributes short videos that glorify the outdoors. By depicting rugged and intrepid outdoorsy types such as a legendary Rio Grande Valley fly fisherman or a female Grand Canyon river guide navigating the great outdoors, these movies (posted on its Web site) are intended to retain the interest of hunters and fishers who are core targets of the brand, even though the brand has grown beyond these audiences. Yeti products are only featured briefly in these videos. The brand also posts fan-submitted photos of wildlife and outdoors

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.



### THE SCIENCE OF BRANDING 7-1

#### Is Co-Creation of Brands and Products Always Good?


**W**hat are the implications of social media from a consumer's standpoint? Are consumers, in fact, motivated to participate in co-creation of brands and products? When does consumer co-creation of brands and products benefit a firm? On the positive side, research has shown that co-creation can increase loyalty by promoting feelings of psychological ownership and makes consumers feel empowered. Furthermore, the amount of effort consumers put in and the enjoyment they experience from participating in co-creating a product can lead to greater consumer preference for the co-created product itself.

While co-creation can positively influence consumers' preferences for the products that they are helping to co-create, not all consumers are equally willing to participate or benefit from such involvement. Similarly, the benefits to brands are also uneven and depend on various factors. In an advertising setting, researchers have shown that co-creation can benefit brands when viewers' ability to scrutinize messages is low, when the identities of the ad creators and viewers are similar, or when viewers are highly loyal to the brand. In product categories in which quality is extremely important or with luxury products, co-creation efforts are less successful. Moreover, when consumers' cultural orientations include a high belief in power distance (or the belief in inequality or hierarchy), their propensity to purchase co-created products is also lower.

These findings indicate that brand marketers should tread carefully when implementing mechanisms that allow for consumer participation. While there appear to be many benefits, there are also significant downsides if the co-creation efforts involve the wrong product categories or customer groups.

Sources: C. Fuchs, E. Prandelli, and M. Schreier, "The Psychological Effects of Empowerment Strategies on Consumers' Product Demand," *Journal of Marketing* 74, no. 1 (2010): 65–79; Christoph Fuchs and Martin Schreier, "Customer Empowerment in New Product Development," *Journal of Product Innovation Management* 28, no. 1 (2011): 17–32; Christoph Fuchs, Emmanuela Prandelli, Martin Schreier, and Doreen W. Dahl, "All That Is Users Might Not Be Gold: How Labeling Products as User Designed Backfires in the Context of Luxury Fashion Brands," *Journal of Marketing* 77, no. 5 (2013): 75–91; Deborah Thompson and Prashant Maheshwari, "Consumer Generated Ads: Does Anonymous Co-Creation Help or Hurt Persuasion?" *Journal of Marketing* 77, no. 3 (May 2013): 33–47; Martin Schreier, Christoph Fuchs, and Doreen W. Dahl, "The Innovative Effect of User Design: Exploring Consumers' Innovation Perceptions of Firms Selling Products Designed by Users," *Journal of Marketing* 76, no. 5 (2012): 18–32; N. Fuchs and M. Schreier, "Why Consumers Value Self-Designed Products: The Importance of Process Effort and Enjoyment," *Journal of Product Innovation Management* 27, no. 7 (2010): 1024–1031; Susan Forester and Jill Anory, "The Unlinked Brand," *Business Horizons* 54, no. 3 (2011): 193–207; Neema Prabhu and Vinita Swaminathan, "Who Is Wary of Co-creation? The Influence of Empowering Power Distance and Conservative Consumers," working paper, Otago University.

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.



**BRAND FOCUS 9.0**  
**Sample Rolex Brand Audit**

**F**or over a century, Rolex has remained one of the most recognized and sought-after luxury brands in the world. In 2017, the BrandZ Top 100 Most Valuable Global Brands (which is a ranking by Kantar Millward Brown, or KMB), the world's most valuable watch brand is Rolex, which has an estimated brand value of \$8.053 billion.<sup>39</sup> The estimate is based on a complicated formula combining financial information and consumer surveys. KMB interviews three million consumers in more than 50 global markets about 100,000 different brands. It uses data from Bloomberg and Kantar Worldpanel to analyze companies' financial and business performance.

To be clear, Rolex is not among KMB's Top 100 brands. (A brand needed a value of at least \$11.3 billion to make that list.) Rolex appears in the report on the BrandZ Luxury Top 10 list, where it holds the #5 position (see table below). Rolex is the only one of the top 10 luxury brands whose sole product is watches. No other watches-only brand is included in the BrandZ report.

A thorough audit can help pinpoint opportunities and challenges for Rolex, whose brand equity has been historically strong, as much is at stake.

*"The name of Rolex is synonymous with quality. Rolex—with its rigorous series of tests that intervene at every stage—has redefined the meaning of quality."*

—www.rolex.com

**BACKGROUND**  
**History**

Rolex was founded in 1905 by a German named Hans Wilsdorf and his brother-in-law, William Davis, as a watch-making company, Wilsdorf & Davis, with headquarters in London, England. Wilsdorf, a self-proclaimed perfectionist, set out to improve the mainstream pocket watch right from the start. By 1908, he had created a timepiece that kept accurate time but was small enough to be worn on the wrist. That same year, Wilsdorf trademarked the name "Rolex" because he thought it sounded like the noise a watch made when it was wound. Rolex was also easy to pronounce in many different languages.

"A" certificate after passing the world's toughest timing test, which included testing the watch at extreme temperature levels.

Twelve years later, Wilsdorf developed and patented the now-famous Oyster waterproof case and screw crown. This mechanism became the first true protection against water, dust, and dirt. To generate publicity for the watch, jewelry stores displayed fish tanks in their windows with the Oyster watch completely submerged in it. The Oyster was put to the test on October 7, 1927, when Mercedes Gleitze swam the English Channel wearing one. She emerged 15 hours later with the watch functioning perfectly, much to the amazement of the media and public. Gleitze became the first of a long list of "ambassadors" that Rolex has used to promote its wristwatches.

Over the years, Rolex has pushed innovation in watches to new levels. In 1931, the firm introduced the Perpetual self-winding rotor mechanism, eliminating the need to wind a watch. In 1945, the company invented the first watch to display a number date at the 3 o'clock position and named it the Datejust. In 1953, Rolex launched the Submariner—the first diving watch that was water-resistant and pressure-resistant to 100 meters. The sporty watch appeared in various James Bond movies in the 1950s and became an instant symbol of prestige and durability.

For decades, Swiss-made watches owned the middle and high-end markets, remaining virtually unrivaled until the invention of the quartz watch in 1969. Quartz watches kept more accurate time, were less expensive to make, and quickly dominated the middle market. Within 10 years, quartz watches made up approximately half of all watch sales worldwide.<sup>40</sup> Joe Thompson, editor of *Modern Jeweler*, a U.S. trade publication, explained, "By 1980, people thought the mechanical watch was dead."<sup>41</sup>

Rolex proved the experts wrong. The company would not give in to the quartz watch rage. In order to survive, however, Rolex was forced to move into the high-end market exclusively—leaving the middle to the quartz people—and create a strategy to defend and build its position there. More recently, the watch industry has undergone a significant change with the introduction of smart watches, e.g., Apple Watch, which combine the functionality of a watch with many features of a smartphone.

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 <a href="http://www.pearsonhighered.com">www.pearsonhighered.com</a> | Features of the Supplement   |
|--|--|
| <b>Instructor's Manual</b> authored by Christy Ashley from The University of Rhode Island                    | <ul style="list-style-type: none"><li>• Chapter-by-chapter summaries</li><li>• Examples and activities not in the main book</li><li>• Teaching outlines</li><li>• Teaching tips</li><li>• Solutions to all questions and problems in the book</li></ul>  |
| <b>PowerPoints</b>   | <p>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:</p> <ul style="list-style-type: none"><li>• Keyboard and screen reader access</li><li>• Alternative text for images</li><li>• High color contrast between background and foreground colors</li></ul> |

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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.

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### Vanitha Swaminathan

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## ABOUT THE AUTHORS

**KEVIN LANE KELLER** is the E. B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College. Professor Keller has degrees from Cornell, Carnegie-Mellon, and Duke universities. At Dartmouth, he teaches MBA courses on marketing management and strategic brand management and lectures in executive programs on those topics.

Previously, Professor Keller was on the faculty at Stanford University, where he also served as the head of the marketing group. Additionally, he has been on the faculty at the University of California at Berkeley and the University of North Carolina at Chapel Hill, been a visiting professor at Duke University and the Australian Graduate School of Management, and has two years of industry experience as a marketing consultant for Bank of America.

Professor Keller's general area of expertise lies in marketing strategy and planning, and branding. His specific research interest is in how understanding theories and concepts related to consumer behavior can improve marketing and branding strategies. His research has been published in three of the major marketing journals—the *Journal of Marketing*, the *Journal of Marketing Research*, and the *Journal of Consumer Research*. He also has served on the editorial review boards of those journals. With over 120 published papers, his research has been widely cited and has received numerous awards.

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.

A popular and highly sought-after speaker, he has made keynote speeches and conducted marketing seminars to top executives in a variety of forums. Some of his senior management and marketing training clients have included such diverse business organizations as AT&T, Cisco, Coca-Cola, Deutsche Telekom, ExxonMobil, Fidelity, GE, Google, Hershey, Hyundai, IBM, Macy's, Microsoft, Nestle, Novartis, PepsiCo, S.C. Johnson, and Wyeth. He has lectured all over the world, from Seoul to Johannesburg, from Sydney to Stockholm, and from Sao Paulo to Mumbai.

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.







**VANITHA SWAMINATHAN** is Thomas Marshall Professor of Marketing at the Katz Graduate School of Business, University of Pittsburgh. She is the director of the Katz Center for Branding. Her research focuses on branding strategy and the conditions that foster consumer-brand relationships. Additionally, her research investigates how firms can successfully design brand strategies—such as co-branding, brand extensions, brand acquisitions, marketing alliances—to strengthen customer loyalty as well as to firm up stock market performance. More recently, her focus is on understanding how brand managers can leverage the power of social media to build stronger relationships with customers.

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.

Professor Swaminathan lives in Pittsburgh, PA, with her husband Jaideep (who is on the faculty at the University of Pittsburgh School of Medicine), and their children, Nikhil and Meghna.