

COURSE SYLLABUS

INSTRUCTOR	Professor Cassie Mogilner (pronounced Mo-gil-ner)
CLASS MEETINGS	Tuesdays and Thursdays #278, Section 1: 9:00-10:20AM #278, Section 2: 10:30AM-11:50PM
OFFICE HOURS	Anytime. Please email me, and we'll set up an appt.
CLASS POLICIES	Cell phones and laptops are not permitted in class.
COURSE MATERIALS	To keep costs down, there is no required textbook; instead we'll rely on a course reader, which incorporates a few chapters from some seminal books, cases, articles, and a packet of handouts. ¹
SUPPLEMENTAL READING	<p>A number of sources of additional information are available to further supplement the course readings which, depending on your career interests and goals, you may want to read at some point. None are required.</p> <p>There are several books that provide useful perspectives and ideas on brand and product management, Keller's <u>Strategic Brand Management</u>, Aaker's <u>Managing Brand Equity</u>, <u>Building Strong Brands</u> and <u>Brand Leadership</u> (with Erich Joachimsthaler), Lehmann and Winer's <u>Product Management</u>, Kapferer's <u>Strategic Brand Management</u>. From an industry perspective, Davis' <u>Brand Asset Management</u>, Davis and Dunn's <u>Building the Brand Driven Business</u>, and Scott Bedbury's <u>A New Brand World</u> are all good. Most students find the articles in the academic journals dry and abstract, but the <u>Journal of Marketing</u> and <u>HBR</u> have more of an applied focus that tends to be easier to digest.</p> <p>Finally, in terms of current industry information, <u>Business Week</u>, <u>Fortune</u>, <u>Forbes</u>, and <u>The Economist</u> have marketing articles frequently dealing with brand issues. The <u>Wall Street Journal</u> has a daily column in Section 2 on advertising that often addresses branding issues. Two useful industry trade publications are <u>Advertising Age</u> and <u>BRANDWEEK</u>. To find out more about various consumer characteristics or trends, see <u>American Demographics</u>.</p>

¹ Many of these handouts are selected from Keller's, Strategic Brand Management (Prentice-Hall). This book is complete with examples, tools, benchmarks and theories regarding brand management.

COURSE OVERVIEW

Which brands make you happy? Apple? Starbucks? The Daily Show? Google? What draws you into these brands? How do companies create compelling brand experiences? How could you cultivate a brand that makes consumers happy? This course explores such questions with the goal of identifying the ingredients for building and managing an inspired brand, where brand is defined as “a reputation” – departing from traditional perspectives of brand.

The class will involve a broad ecosystem of contributors. Leaders from the world of brand—both small entrepreneurial companies and large, global market-leaders—will be incorporated into the class to offer first-hand perspectives about the challenges and lessons along their varied paths to success. This approach is intended to make the walls between the classroom and the world outside a little more porous.

The course has been created for individuals interested in building their own brands and/or immersing themselves in the enhancement of an existing brand. The course will interweave lectures, guest speakers, case discussions, in and out of class exercises—all of which will culminate in a Brand Audit group project that students will present in the final days of class.

The course will provide students with an appreciation of the role of branding and (taking a consumer-centric approach) will augment students’ ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands.

Broadly, the course will be divided into four parts:

1. Understanding Brand
2. Crafting Brand
3. Measuring Brand
4. Managing Brand

The courses’ basic objectives are to:

- Provide an appreciation of the role of branding in consumers’ daily experiences, in addition to creating shareholder value
- Increase fluency with the core principles underlying a consumer-centric approach to brand strategy, and create familiarity with research tools that illuminate the meaning and strength of any particular brand
- Augment students’ ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands
- Encourage the application of branding principles to oneself, to be aware in communicating one’s personal and professional reputation

CLASS STRUCTURE

The course is organized into four modules that collectively address the course objectives.

Module 1: Understanding Brand

This module provides a basic understanding of branding: what a brand is, what functions brands serve, and when a branding strategy is relevant for consumers and the firm. The cases in this introductory module expose students to the underlying conceptual framework for the course in which brand meanings—resonant, unique, and well-managed over time—create brand strength, which in turn provides brand value to the firm in the form of competitive advantage, increased market share and profits, and reduced risks. The main sessions in this module focus on establishing the key foundations of a strong brand: value proposition, brand personality, brand positioning, and brand relationships – and the distinction between brand image and identity.

Module 2: Crafting Brand

This module provides a conception of what is involved in the formulation of the brand asset. The most important task in designing the brand is specifying the unique and relevant meanings the brand is to capture. These meanings, which are expressed in the form of a brand positioning statement and which can be conveyed visually in a mental map, provide the foundation for the brand design task as they form the theme around which the brand experience is framed and the marketing mix aligned. This module focuses on identifying brand elements (e.g., brand names, logos, slogans, jingles, package designs, retail space) that communicate brand meaning.

Module 3: Measuring Brand

Once brand meaning is decided upon, and brand elements are aligned to capture and play back these meanings, the next task is to develop strength in the brand and measure that strength over time. The cases in this module cover traditional and non-traditional tools for measuring brand strength – both qualitative and quantitative measures (e.g., focus groups, ethnography, surveys and brand valuation).

Module 4: Managing Brand

The cases in this final module focus on the challenges that confront more mature brands as they attempt to grow and stay relevant over time, and the stewardship skills and perspectives that enable sustained brand health. We explore the growth of brand equity through extensions and strategic alliances between brands. We also examine the design of brand portfolios to maximize equity for the firm, and investigate repositioning and revitalization strategies. Collectively, the cases in the module help to convey the complexity and significance of the long-term task of brand development.

THE SCOOP

#	CLASS	TOPIC	ASSIGNMENT/ READINGS DUE
1	Jan. 13 th	<i>What is a Brand?</i>	Due: Favorite Brands worksheet in syllabus appendix Reading: Course Syllabus Additional Reading: Brands and Branding
2	Jan. 18 th	MTV Case— <i>Consumer-Based Brand Equity</i>	Prepare: MTV Case
3	Jan. 20 st	<i>Understanding Brand</i>	Prepare: Complete the crowd source tool for the Wharton brand
4	Jan. 25 th	Guest Lecture: Suzanne Sawyer, CMO of Penn Medicine— <i>Strategic Brand Management in the Case of a Non-Profit</i>	
5	Jan. 27 th	Guest Lecture: Katherine Keil, Brand Manager at Clorox— <i>Branding for Distinct Segments</i>	Due: Each group must email me the names of the group members and 1 page describing 3 possible brands for Brand Audit Project
6	Feb 1 st	<i>Consumer-Brand Relationships</i>	Prepare: Exploring Brand-Person Relationships Case
7	Feb. 3 rd	Harley Davidson Case— <i>Brand Community</i>	Prepare: Harley Case
8	Feb. 8 th	Super Bowl Commercials Analysis	Prepare: Analysis of your chosen commercial Due: Brand Relationship Interview Write-up
9	Feb. 10 th	<i>Brand Positioning</i>	Due: Self Positioning Statement Personal Image-Identity Gap Write-up Mystery Shopping Experience Write-up
10	Feb. 15 th	Guest Lecture: Urban Outfitters— <i>In Store Experience</i> (only 10:30 & 1:30 sections)	Due: Final decision for Brand Audit Project
11	Feb. 17 th	<i>Crafting Brand</i>	Due: Six word personal story Six word brand story Reading: Selecting a New Name for Security Capital Pac Trust Claiborne Asks Web Surfers To Name New Line Naming the Edsel
12	Feb. 22 nd	<i>Time, Money, and Happiness</i>	
13	Feb. 24 th	Guest Lecture: Michelle Hayward, President of Bluedog Design— <i>Package Design</i>	Due: Positioning Statement for Brand Audit Perceptual Map for Brand Audit
14	March 1 st	Guest Lecture: Ben Wolstenholme, Founder/CEO of Moving Brand— <i>Auditing a Brand</i>	
15	March 3 rd	<i>Measuring Brand</i>	Reading: Chapt. 9, Quantitative Research Techniques Chapt. 10, Interbrand Methodology
16	March 15 th	In class data collection	
17	March 17 th	Guest Lecture: Owen Tripp, COO of Reputation Defender— <i>Managing Brand YOU in the Digital World</i>	
18	March 22 nd	Class Presentations of Brand Ethnographic or Survey Insights	
19	March 24 th	<i>Managing Brand</i>	Reading: The Brand Relationship Spectrum Should You Take Your Brand To Where The Action Is? Extend Profits, Not Product Lines Brand Versus Private Labels: Fighting to Win
20	March 29 th	Guest Lecture: Edwin Philogene, VP, Associate Director, Business Planning and Digital Strategy at BBDO— <i>The Role of Social Media</i>	
21	March 31 st	Diesel For Successful Living Case— <i>Brand Architecture</i>	Prepare: Diesel Case
22	April 5 th	Guest Lecture: Alex Panos, Managing Director at TSG Consumer Partners— <i>Identifying Worthy Brands for Investment & Repositioning</i> (only 9 & 10:30 sections)	Due: Extra credit examples and explanations; 1% for every 5 compelling examples with explanations; max 2%
23	April 7 th	Steinway and Sons Case— <i>Brand Extensions</i>	Prepare: Steinway & Sons Case
24	April 12 th	Guest Lecture: Sam Mogilner, Associate Director at HIP Genius— <i>Strategic Brand Alliances</i>	
25	April 14 th	<i>Class Summary</i>	Reading: The Brand Report Card
26	April 19 th	Brand Audit Project Presentations	Due: All groups' Brand Audit written reports
27	April 21 st	Brand Audit Project Presentations	
28	April 26 th	Brand Audit Project Presentations	

COURSE REQUIREMENTS AND GRADING

Your overall course grade will reflect your fulfillment of the requirements based upon the following weights:

Attendance	28%
Class Participation	15%
Individual Assignments	
Brand Relationship Interview	5%
Self Positioning Statement	2%
Personal Image-Identity Gap Write-up	5%
Mystery Shopping Experience Write-up	3%
6 word Personal & Brand Story	2%
Brand Audit Project	
Brand Positioning Statement and Perceptual Map	5%
Ethnographic and/or Survey Insights Presentation	5%
Written Audit	15%
Presentation	15%
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TOTAL	100%

Attendance

Because much of your grade is wrapped into the group project, and because assessment of class participation is necessarily subjective, I wanted to give you concrete control over a portion of your grade—and this will come in the form of attendance. Yes, I will take attendance. Each day of class is worth one percent of your grade (for a total of 28%). This means that while every day that you show up will raise your grade, everyday that you are absent will have a direct negative impact on your grade. You should notify me by email of any absences, but be aware that except for cases of grave illness, a death, or other emergencies, your grade will be hurt.

Classes start on time. (Lateness counts for ½ of a class absence). To help me keep track of attendance as accurately as possible and so I can get to know each of you individually, please use your name card and retain your seat once the seating chart has been passed around.

Class Participation

Grading class participation is necessarily subjective. Some of the criteria for evaluating effective class participation include:

1. Are you prepared? Do your comments show evidence of deep case analysis (vs. stating case facts)?
2. Are the points made relevant to the discussion?
3. Are you an effective communicator? Are concepts presented in a concise and convincing fashion?

Go for quality NOT quantity. For a good rule of thumb, think 2 – 2: don't speak more than twice per class, and speak at least once every two classes.

Individual Assignments

There are five small individual assignments, three of which were designed to encourage you to apply brand concepts to your own personal brand. See “The Scoop” portion of the syllabus for their due dates, and the appendix portion of the syllabus for instructions for each assignment. Although these will be graded, their primary purpose is to generate discussion in class.

You will be submitting these assignments through WebCafe. Don't forget to include your name and section number on your actual assignment!

Brand Audit Project

Students will form brand management teams to work on this project. Note: You are responsible for forming a four-person team for the purpose of group projects. Please take the time to put together a team that will work together well in terms of schedules, work places, different skills, etc. All groups must be formed by the start of the fifth class session.

Your assignment is to select a real brand (new or well-established) and conduct an audit for that brand. Every team must study a different brand, and brands are assigned on a first come, first serve basis. So, pre-approval with me is necessary (see below). It's great (although not necessary) if you pick a brand to which at least one member of the group has access so that you could get a briefing on the firm's situation from someone in a position of responsibility. Even more ideal - you would have access to some of their data on brand-building issues they are facing. Generally, the deeper you get into the company, the more insightful the project becomes and the greater the likelihood that your recommendations will be implemented and that you will have an impact. A startup that has not yet introduced a product is acceptable, so long as the product definition is sufficiently developed to allow for design of the brand audit. Feel free to pick a service (e.g., non-profit or profit) or product (e.g., consumer, technology).

The goal of the brand audit is to assess its sources of brand equity and suggest ways to improve and leverage that brand equity. Thus, brand audits are made up of brand inventories (comprehensive summaries of a firm's marketing and branding program) and brand exploratories (the results of empirical research, either focus groups, depth interviews or surveys; see below) - followed by a brand strategy and implementation recommendations for the company.

The final project will include a written proposal as well as an oral presentation to the class. Further details are provided below and will also be reviewed in class. Presentations will be given during class on April 19th, 21st, and 26th. **Regardless of what day your group will be presenting, every group's written brand audit is due at the beginning of class on April 19th. Page limitations: 1 page executive summary; 10 pages of text (single spaced); up to 5 pages of appendices.**

Participation Assessment:

Each member of the group will be asked to assess the proportion of the work that each group member contributed to the overall brand audit. You will find the form in the syllabus appendix, and the completed form should be turned in directly to me by each member of the group on the day your group gives the final presentation. This information will contribute to my final assessment of each member's final grade for the brand audit.

The formal requirements for the brand audit project are four interim steps and a final paper, as follows:

Interim steps:

- 1) In the third week of class, January 27th, one member of your group will need to email me the names of your team members and three options of brands on which you would like to focus. We hope to give you your first or second choice. **Be sure to also state your preferred date for the Brand Audit Presentation: April 19th, 21st, and 26th.** Again, we hope to give you your preference
- 2) On February 24th, you will be asked to hand in and briefly present a preliminary perceptual map and the positioning statement of your brand. These may be revised for your final project, but this is to get you started in applying what we learn in class to better understand your brand.

- 3) On March 22nd, your group will present any insights about your brand you garnered from your qualitative and quantitative investigations.

Final Report.

The final report is due at the beginning of class on **April 19th** for every group. In it, you should convey your vision of a “mental map” for the brand in terms of the key brand associations.² You will have conducted some qualitative market research using ideas discussed in previous class sessions, the HBS case on Brand-Person relationships, and the readings. Conduct either two one-on-one interviews or one 6-8 person focus group, and one survey (you will have two pieces – complementing qualitative work with quantitative work). Find out about the brand associations, brand relationships, sources of equity, etc. How is this brand perceived by your informants? The final report will use all of this information to identify the sources of brand equity, providing the basis for your recommendations. Any questionnaire used to guide a focus group, depth interview or your survey should be included in an appendix in the final report.

After developing a detailed profile or mental map of brand knowledge structures from the brand exploratory, the next task is to provide recommendations concerning how the brand should be managed by analyzing the brand inventory. How can brand equity be built and how can it be effectively leveraged into new product categories to maximize profits? To answer this question, you should outline creative and relevant directions for management of your chosen brand, providing justification where appropriate with course concepts.

In total, this report should be **10 pages of text (single spaced)—not including a one page overview and summary and up to 5 pages of appendices.**

Oral Presentation.

Each team will have about 10-15 minutes to present their brand audit. These presentations should highlight the key insights from the Brand Audit, and can be presented as a PowerPoint presentation, in the form of a video, or any other compelling and engaging format—be creative! Presentations will take place on April 19th, 21st, and 26th.

² A variety of sources of information can be used to assemble this profile. For example, consult trade magazines and business publications, conduct your own research (see above), and consult with company sources. Note, it is not assumed that you will be able to gain any cooperation from the company. However, if you do receive cooperation, be careful taking company reports as gospel – they may have been conducted for a different purpose or even suffer from flaws in methodology and interpretation.

Syllabus Appendix

Favorite Brands Worksheet

What are 5 of your favorite brands? Why?

1)

2)

3)

4)

5)

What are the benefits you gain from these brands? These benefits could come in many forms; they could be functional, emotional, self-expressive, or they could make you feel part of something bigger than yourself.

Do any brands you use “say” anything about who you are to others? In other words, are there any brands you use that would help someone else understand what kind of person you are? Why?

Preparation Questions for Case Analyses

Below are the preparation questions for each of the case studies we will discuss in class. Note that you do NOT have to answer these questions as they only serve as a guideline or starting point for your analysis. The questions are meant to help you understand the main problems addressed in the case, and to give you a sense of the issues and themes we will touch on.

MTV

1. What is the MTV brand image? How valuable are the MTV brand associations? What should its core values be?
2. Describe the current sources of MTV's brand equity. How have they changed over time? How have they remained constant?
3. What is the role of music within MTV?
4. Technology is changing the way viewers watch television and interact with programs. Think about the role of the Internet and technology within MTV. What has MTV done well to integrate technology with the brand and what else should MTV do?
5. Over the years, MTV has evolved from a channel about music to a channel about the culture of music to a channel about culture. What does the future hold for MTV?

Harley Davidson

1. Should Harley-Davidson continue to sponsor the Posse Ride? Why or why not? What role should the Posse Ride play in the HOG events mix?
2. How should the Posse ride be designed to maximize its effectiveness and profit-making potential, should you decide to keep it?
3. What is HOG's role in developing community for the Harley-Davidson brand?
4. How can HOG itself be maximized?

Steinway Pianos—Buying a Legend

1. What are the key criteria that you should take into account when deciding whether or not to extend a brand downward?

Individual Assignment #1

Brand Relationship Interview

For class #5 on January 28th, you have been asked to read “Exploring Brand-Person Relationships” to give you insight on how you may do this exercise. The case itself illuminates the concept of brand meaning by looking in-depth at the connections that form between three women and the brands they use. Thus, it sheds light on the insights that are possible when consumers’ lives are understood holistically, and brands are considered to be part of those lives. Perspectives from psychology, sociology, and the study of culture can be applied to illuminate the meanings brands contain for the consumers who use them.

In class you will be given time to interview a classmate regarding a relationship they have or had with a brand. Please prepare a 1 page (single-spaced) write-up with your answers to the three following questions. If you need, you can use the back-side of the page (indeed, this effectively means you can use two pages. Go crazy.). You will be asked to submit your write-ups electronically on February 2nd.

What you should be looking for is information about the relationship that can be managerially useful. That is:

- (1) What insights were revealed?
- (2) As a brand manager, what would you do with this information?
- (3) How might you measure the relationship type, quality and strength revealed in your interview?

Individual Assignment #2

Self Positioning Statement

Draft a positioning statement for yourself. The statement should be short and pithy yet capture your unique brand essence. It should also address your target audience's key insight (that one singular need, desire or want that motivates or drives their behavior).

A good general rule of thumb is to use 22 words or less for your final statement.

You should think about the following when constructing your statement:

- 1) target audience
- 2) target audience's customer insight (singular need, desire or want)
- 3) your unique brand essence or equity

You may include this information in your document, but remember to include the crucial information in your statement so that the statement can stand alone.

You can position yourself towards employers, business acquaintances, friends, future boyfriends/girlfriends and even potential in-laws. Keep in mind, that to be compelling you must be concrete!

Positioning Statement Template

_____ (product/brand)
is _____ (unique and most important claim)
among all _____ (competitive frame)
for _____ (segment)
because _____ (support).

Individual Assignment #3

Personal Image-Identity Gap Analysis

To manage a brand effectively, you must be constantly in touch with what the consumer thinks about your brand and what you think of your brand. It helps to have some language to pull these constructs apart: **Brand image** is defined as the set of (actual) associations the consumer has with a brand; **Brand identity** is defined as the set of (aspirational) associations the company would like to have of its brand. Understanding how the brand is perceived internally and externally is critical to build and manage a strong brand.

This concept is equally useful in assessing and managing your personal brand. To conduct an image-identity gap analysis for your personal brand, do the following:

1. Assess your identity (how you see yourself), by writing down:
 - a. What are the top (as in first that come to mind, not as in best) 5 words that you associate with yourself?
 - b. What are you not? For example, “what 5 words do not describe you” or “what are your areas of incompetence”?
2. Assess your personal image (how others see you), by asking 5 others (friends, family, or classmates):
 - a. What are the top 5 words that come to mind when they think of you?
 - b. What are 5 things you are not?
3. Analyze your findings on one single-spaced page (you can run over to the other side of the page):
 - a. Visually describe your results with 2 mental maps: one representing your identity and the other representing your image.
 - b. Identify and discuss any discrepancies between your identity and image.
 - c. Would it (ever) be important to address those gaps? If yes, what steps can you take to close them?
 - d. With respect to a certain group (e.g., Wharton students, all college students, your family, your gender), what are your points of parity? What are your points of differentiation?

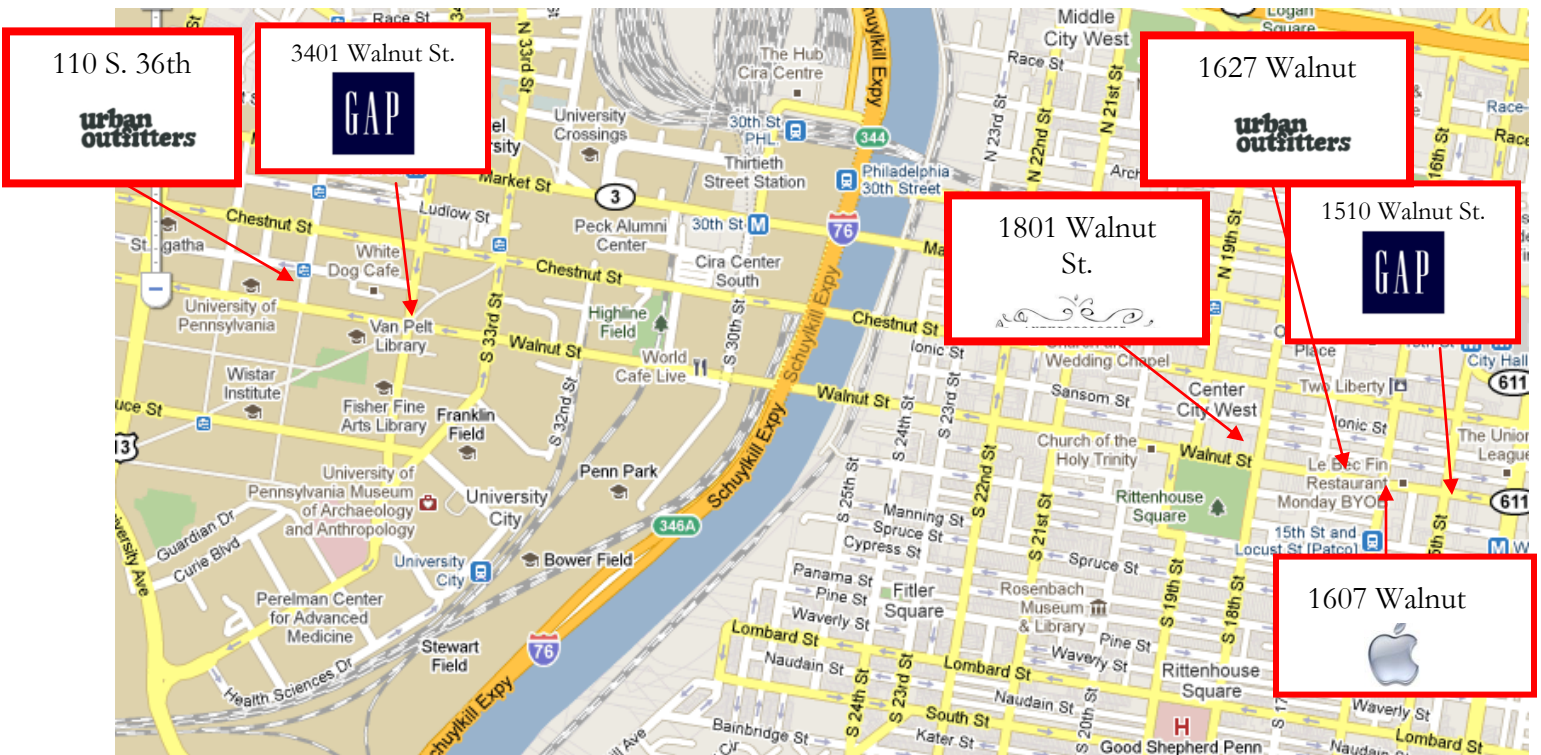
Individual Assignment #4 Mystery Shopping Exercise

Visit the following stores:

- Apple
- Urban Outfitters
- Anthropologie
- Gap

Behave like a mystery shopper: Observe merchandising, pricing, communication, atmospherics, service, and try to understand the brand's positioning. Based upon your store experience, how would you define the brand in three words? Share your observations about whether and how the brand was effectively communicated through your experience at the store. Write **no more** than two single-spaced pages (less than half a page for each store) about your mystery shopping experience.

This is a map to help you locate the two stores:



Group Assignment #1

Brand Positioning Statement and Perceptual Map

Your group will be turning in a Positioning Statement and Perceptual Map for the brand you are auditing. When considering the optimal positioning for your brand, you will be thinking through and discussing the following questions within your group:

What is the product category? This is usually a set of products or services designed to meet a particular need (or closely related set of needs). Remember that your identification of a product category should be strategic, as the category you choose will help communicate the needs your brand addresses.

What are the available alternatives in the product category? The category should be defined so that these are reasonably close substitutes.

What are the important/relevant attributes that describe and differentiate the available alternatives in the product category? These include physical features and characteristics, product associations, user benefits, etc.

Who are the existing and potential customers for this product category?

How is the market segmented? Start by defining each segment according to needs and/or benefit(s) sought. Which attributes are most important to each segment? It should then be possible to profile these segments using criteria such as demographics, geography, lifestyle, etc.

What is(are) the appropriate target segment(s) for the new product? These need to be evaluated in light of the objectives of the company.

Which of the available alternatives in the product category are most appealing to the target segment(s)?

What are the different strategies one might use to position the new product against the existing alternatives for the target segment(s)? Look for opportunities to establish points of parity (to indicate membership in a particular group of products) and points of difference (to set you apart from that particular group). Some possible positioning strategies are:

- by attribute (one of which might be price/quality)

- by use or application

- according to who uses the product

- in a different product class

- with respect to a competitor

Your group will be turning in a 1-pager that includes 1) a Positioning Statement (with justification) and 2) a Perceptual Map (with justification).

Positioning Statement:

A positioning statement can take many different formats. For it to be effective, it must communicate the objectives of the strategy, including the intended target market, the core benefit proposition of the product/service, and the key point of difference from competitive alternatives. The template below is slightly more specific than that which you completed for your personal brand positioning statement, but both address these key points. Keep in mind that the positioning

statement should serve as a guide to subsequent marketing planning activity. Complete the statement by filling in the blanks below, and then provide a brief justification (a few sentences) for your recommended positioning:

"For _____ (target segment)"
"who _____, (statement of need or opportunity)"
"the _____ (name of product)"
"is a _____ (product category)"
"that _____."

(statement of core benefit proposition; i.e., a compelling reason to buy)
"Unlike _____, (competing alternative)"
"our product _____. (key point of difference)"

Perceptual Map:

Create a perceptual map of your brand's category and locate your brand's position within the map. Importantly, explain how you developed the map (e.g., why you chose the particular dimensions, how you decided to locate your brand's positioning within the map). Your goal is to create a two-dimensional space (you are strategically choosing the most important dimensions) and to plot your brand and the competitor brands within that space. When choosing your dimensions there are multiple strategies—you might pick dimensions that drive liking or sales, or you might pick dimensions that are highly distinct from each other that really differentiate amongst the competitors in the space, or you might pick dimensions that highlight your brand's unique positioning...it's up to you and whatever your group thinks would be the most informative for your brand in determining its strategy.

You are not required to collect data to create your perceptual map. The discussion and data from within your group should be sufficient, but you are welcome to collect data if you'd like. To create the map, you will be walking through the steps I described in class on Feb 4th. Although your group will be turning this assignment in for a small grade (5%), you will have the opportunity to change your positioning and recreate your perceptual map for the final audit project if you find it necessary as you learn more about your brand over the course of the semester.

Measuring Brand

SUBJECT INSTRUCTIONS FOR THE BRAND PERSONALITY SCALE (Aaker, 1997, *JMR*)

To what degree do the following traits describe brand X (1 = not at all descriptive, 7 = very descriptive)?

Sincerity

down-to-earth
family-oriented
small-town
honest
sincere
real
wholesome
original
cheerful
sentimental
friendly

Sophistication

upper class
glamorous
good looking
charming
feminine
smooth

Ruggedness

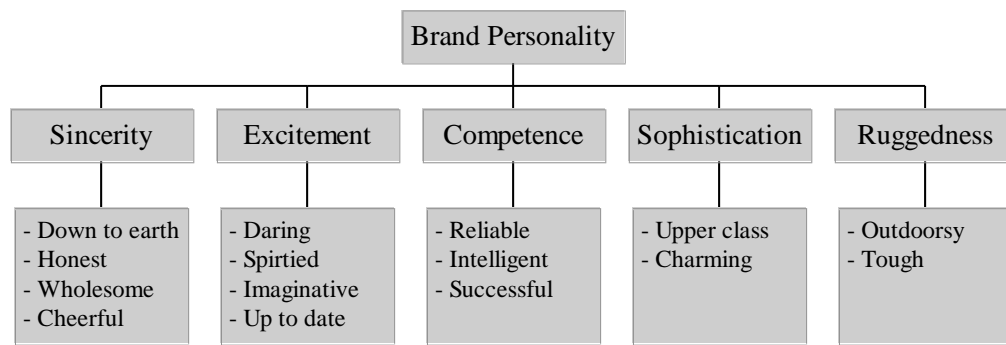
outdoorsy
masculine
western
tough
rugged

Excitement

daring
trendy
exciting
spirited
cool
young
imaginative
unique
up to date
independent
contemporary

Competence

reliable
hard working
secure
intelligent
technical
corporate
successful
leader
confident



Brand Audit Group Participation Assessment

What percentage of the total amount of work put into your group's brand audit was contributed by each member of the group? The total amount of work put into the audit includes efforts put into the brand positioning statement, the brand perceptual map, your ethnographic insights, your survey insights, the written audit, and the final presentation.

Name: _____ % contribution: _____

Name: _____ % contribution: _____

Name: _____ % contribution: _____

Name: _____ % contribution: _____

Total: 100%

Do you have any additional comments?