



## Marketing 2780— Strategic Brand Management Spring 2023

T/TH 10:15-11:45am, Room TBA

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### Course Overview

Which brands make you happy? What draws you into these brands? How do companies create compelling brand experiences? How could you cultivate a brand that fosters customer engagement? This course takes a customer-centric approach to explore such questions with the goal of identifying the ingredients for building and managing inspired brands.

To bridge theory and practice, the course interweaves lectures, guest speakers, case discussions and in- and out-of-class exercises. The course culminates in a Brand Audit Project, which provides a systematic way to inventory existing brand assets and develop a forward-looking strategy. The project requires students to select an existing brand for which they conduct their own insights research and to apply their learnings in order to assess the current state of the brand, and to provide recommendations for the brand going forward.

The course objectives are to:

- Provide an appreciation of the role of brands in customer decision making and in creating shareholder value.
- Increase fluency with the core principles underlying a customer-centric approach to brand strategy, and create familiarity with research tools that illuminate the meaning and strength of any particular brand.
- Augment student ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending and sustaining inspired brands.
- Encourage the application of brand principles to oneself—so as to be aware when building and communicating one's own personal and professional brand.

## Course Structure

This course is organized into three blocks that collectively address the course objectives.

### *Block 1: Foundations*

The course starts with a series of sessions designed to help you develop a strong understanding of foundational topics in strategic brand management. We will examine topics like what a brand is, what functions brands serve, the relation between brand strategy and overall firm strategy, how brand-related constructs can be measured, and more.

### *Topic 2: Brand Strategy*

In the middle section of the course, we will go deep into the topic of brand strategy, and consider through a series of lectures and case discussions how firms can design and build brands. We will examine topics like brand positioning, differentiation, product-market fit, and brand purpose.

### *Topic 3: Managing Brands*

This final section focuses on the challenges that confront brands as they seek growth and relevance over time, and the stewardship, skills, and perspectives that enable sustained brand health. Collectively, the sessions in this section convey the complexity and significance of the long-term task of brand maintenance. We will cover topics like brand repositioning, brand architecture, brand extension and how to leverage brands to spur market-driving innovations. We will also bridge from strategy to implementation by looking at brand communication and at specific industries (e.g., luxury).

### *Session types*

The course is composed of three types of sessions: (1) Toolbox sessions, (2) Experiential sessions, and (2) Practice sessions.

**Toolbox sessions** are interactive lectures, where I will explain core concepts and theories in strategic brand management and provide opportunities for interaction and discussion around the key difficulties emerging in their practical application (e.g., using mini-cases or breakouts).

**Experiential sessions** are case discussions, based on videos or readings. For sessions based on readings, it is crucial that you all come to class well prepared and ready to participate. The course emphasizes case analysis. You will learn by doing (at least vicariously). You will also learn to navigate ambiguous decision problems where there is no right solution but where there are better or worse solutions. The case method is essential to develop the kind of problem-solving and communication skills highly valued in marketing managers.

**Practice sessions** are a varied set of sessions, where we will have guest presentations by industry leaders and students. Expert professionals will tell you about their business context and challenges. You will have the opportunity to learn about interesting business contexts and about brand management “in the wild”. And all student groups will present the outcome of their Brand Audit (more below).

In the course outline below, toolbox sessions are in blue, case sessions are in red, and practice sessions are in green.

## Course Materials

### Cases

1. Dasani, based on video materials presented in class
2. Marks & Spencer, based on video materials presented in class
3. Procter & Gamble Italy: The Pringles Launch
4. Product Team Cialis: Getting Ready to Market
5. The Coffee of Andradas: Building a Brand to Help a Community
6. Wizenoze: Matching Digital Content to Learners in a Post-truth World
7. TomTom: Mapping The Course From B2C to B2B
8. Red Bull Spreads its Wiiiings
9. Chanel, based on video materials presented in class

### Articles

- Aaker, Joachimsthaler (2000), "The Brand Relationship Spectrum," California Management Review, <https://journals.sagepub.com/doi/10.1177/000812560004200401>
- Acar, Puntoni (2016), "Customer Empowerment in the Digital Age," Journal of Advertising Research, <https://www.journalofadvertisingresearch.com/content/56/1/4>
- Hoeffler, Keller (2003), "The Marketing Advantages of Strong Brands", Journal of Brand Management, <https://link.springer.com/article/10.1057/palgrave.bm.2540139>
- John, Loken, Kim, Monga (2006). "Brand Concept Maps: A Methodology for Identifying Brand Association Networks," Journal of Marketing Research, <https://journals.sagepub.com/doi/10.1509/jmkr.43.4.549>
- Kapferer (2012), "Abundant Rarity: The Key to Luxury Growth," Business Horizons, <https://www.sciencedirect.com/science/article/abs/pii/S0007681312000638>
- Keller, Lehmann (2003), "How Do Brands Create Value?," Marketing Management, 12(3), 26-26. [Available via PennText]
- Keller, Sternthal, Tybout (2002), "Three Questions you Need to Ask about Your Brand, Harvard Business Review, <https://hbr.org/2002/09/three-questions-you-need-to-ask-about-your-brand>
- Puntoni (2014), "Marketing. Here, there, everywhere," RSM Discovery, <https://discovery.rsm.nl/marketing/article/127-blog-marketing-here-there-everywhere>
- Ritson (2016), "If You Think the Sales Funnel is Dead, You've Mistaken Tactics for Strategy," Marketing <https://www.marketingweek.com/2016/04/06/mark-ritson-if-you-think-the-sales-funnel-is-dead-youve-mistaken-tactics-for-strategy/>
- Ritson (2021), "Three Axioms and Three Questions that Summarise all of Brand Strategy," Marketing Week, <https://www.marketingweek.com/mark-ritson-brand-strategy-marketing> [Warning: Contains swearwords. I apologize for that, but this is the single most important reading in the course]
- Roach (2020), "The Wrong and the Short of It", <https://thetomroach.com/2020/11/15/the-wrong-and-the-short-of-it>
- Rust, Moorman, Bhalla (2010), "Rethinking Marketing," Harvard Business Review, <https://hbr.org/2010/01/rethinking-marketing>
- Urbany, Davis (2013), "Strategic Insights in three Circles," Harvard Business Review, <https://hbr.org/2007/11/strategic-insight-in-three-circles>

Additional materials may be posted on Canvas throughout the course.

## Course Requirements and Grading

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

|                                   |            |
|-----------------------------------|------------|
| ➤ <b>Class Participation</b>      | <b>15%</b> |
| ➤ <b>Individual Assignments</b>   | <b>45%</b> |
| • <i>Personal Gap Analysis</i>    | 15%        |
| • <i>Kickstarter Project</i>      | 15%        |
| • <i>Brand Purpose Analysis</i>   | 15%        |
| ➤ <b>Brand Audit Project</b>      | <b>20%</b> |
| ➤ <b>Brand Audit Presentation</b> | <b>20%</b> |

### *Class Participation*

Critical to being part of our classroom community is being present in class, both physically and mentally. The course is developed to be an ongoing conversation, and like any meaningful conversation, it requires all parties to be present as much as possible.

Your in-person attendance in each class session is strongly encouraged and class participation will count for your final grade. There will be many opportunities, both in class and via Canvas, for you to contribute to our discussions.

To allow the rest of the class to benefit from your engagement and thoughtful insights, speak up and become part of the conversation. Grading this aspect of class participation is necessarily subjective. Some of the criteria for evaluating class participation include:

1. Are you prepared? Do your comments reflect evidence of deep case analysis (vs. simply stating case facts)?
2. Are the points you make relevant to our discussion? Do they move our discussion forward (vs. hinder our progress)?
3. Are you an effective communicator? Are your thoughts presented in a concise and convincing fashion?

My main tips are to focus on quality, NOT quantity, and to come to class prepared. In particular, for case sessions based on readings, you should know the cases inside out when we discuss them.

In addition, you are encouraged to share relevant articles with the class via Canvas, as well as to read and comment productively on those articles posted by your classmates and by me.

### *Personal Gap Analysis*

In this assignment you will apply core brand strategy concepts to help you understand your own strengths and weaknesses. Brand concepts can be very useful in assessing and managing one's "personal brand". To conduct an image-identity gap analysis for your personal brand, do the following:

1. Assess your identity (i.e., how you see yourself), by writing down:
  - a. What are 5 words that you strongly associate with yourself?
  - b. What are 3 (positive) things you are not? For example, what are three areas of incompetence?

2. Assess your personal image (i.e., how others see you), by asking at least 10 people—family, friends, classmates/colleagues:
  - a. What are the first 5 words that come to mind when they think of you?
  - b. What are 3 (positive) things you are not?
3. Visually capture your personal image by creating two separate word clouds, using a website like [www.wordart.com](http://www.wordart.com). The first word cloud should include the characteristics that your respondents provide in 2a above. The second word cloud should include the (positive) things people said you are not (2b above).
4. Analyze your findings:
  - a. Are there discrepancies/gaps between your identity and image? What are they? What do you think has led to those discrepancies?
  - b. Would it (ever) be important to address those gaps? If yes, what steps can you take to close them? If not, why is it not important to address the gaps?
  - c. Given this image and identity information, and with respect to a certain group (e.g., Wharton students, all students or young professionals, your family, your gender, etc.), what are your points of parity? What are your points of differentiation? That is, with the insight you gained from assessing your identity and image, how should you position your personal brand?

Summarize the findings in a three-page document. Page 1 includes the first word cloud and a summary of the findings. Page 2 includes the second word cloud and a summary of the findings. Page 3 includes the gap analysis and conclusions.

Besides helping you understand brand concepts, I hope this exercise will prove a useful moment of reflection!

### *Kickstarter Project*

In this assignment, you will select a currently ongoing project on Kickstarter ([www.kickstarter.com](http://www.kickstarter.com)) and develop a brand positioning analysis for this project using the 3Cs positioning framework.

This is not necessarily an analysis of the product's positioning as explicitly (or implicitly) stated on the project description. The chosen positioning for the product can be based on an independent analysis.

The task is straightforward: follow the process we used in class to articulate a brand positioning. Start with an analysis of customers. Make the core target segment explicit, focusing as much as possible on needs-based segmentation and discussing the segment's characteristics as it relates to the product category. Then discuss competition and company. For competition, consider the core brand associations of preeminent competitors. In the case of a highly fragmented market, focus on the top-level differences between different types of players.

For some elements, you may struggle to find extensive information. For example, the materials on Kickstarter might include very little information about some crucial elements. Do your best to fill the gaps. For example, you can do desk research, reach out to the founders, interview some consumers, or simply make assumptions. If the assumptions are explicit and reasonable, that's fine.

At the end of the analysis, articulate the positioning strategy in two ways: (1) as a positioning statement and (2) as a brand mantra. When describing the positioning strategy, make sure to highlight tradeoffs and potential problems (both strategic and operational).

In formatting the assignment, follow these guidelines:

- The assignment should be no longer than 3 single-spaced pages, excluding tables, exhibits, and bibliography.
- Make sure to include information that can allow a reader to find the project on Kickstarter (e.g., project name, company name, URL).
- The content should be organized as clearly as possible. Bullet points and/or tables are generally a good idea.
- Leave one-inch margins on all four sides
- Use a font size no smaller than 12 characters per inch.
- Make sure to include your name on the first page.

### **Brand Purpose Analysis**

Large percentages of consumers believe that brands should play a larger role in society than just maximizing profit or shareholder interests. But how do companies find purpose? They might find purpose in their brand heritage or values, either from looking at their history or by looking at their current spheres of influence. They might choose to address customer or cultural tensions, or they might take on externalities associated with their products/services. In choosing purpose, brands are urged to consider 1. What the world needs; 2. The brand's major capabilities and how those could be used to have impact; 3. What their organization (employees, leaders, founders, etc.) is most passionate about; 4. What the brand's current and prospective customers would value.

In this assignment, I'd like you to help a brand that might not have an obvious purpose find one. Choose from this list of brands for your assignment: American Express, Android, Cadillac, Dunkin', Hilton, H&M, Honda, Infosys, Instacart, KitKat, Microsoft, Netflix, Samsung, Spotify, Twitter, UPS, Verizon.

**You may not choose the brand your brand audit project is focused on for this brand purpose assignment.** If there is a brand not on this list that you'd like to choose for your assignment, email me and we can discuss it.

This assignment should be submitted in the form of slides (saved in pdf). You may submit no more than 6 slides total. *Keep the type on the slides readable (nothing smaller than a 12-point font). Visual elements are strongly encouraged.*

Based on your understanding of your chosen brand's identity and platform:

1. **Identify and describe** a value that you think the brand stands behind. This should be clearly relevant to the brand's existing (current or historical) equity and platform. What does the brand believe? How does the brand see the world? What makes that viewpoint different and potentially impactful? For example, many companies believe in being good corporate citizens, but only State Farm believes in being a good neighbor. You will probably need to investigate the brand and its platform a bit to identify this. Provide some supports for your perspective about the value/belief the brand stands behind. *(1 slide)*
2. **Articulate** how the brand's values/beliefs could be translated into a brand purpose and *be specific* about how you think that purpose should be stated. This should be a statement that you think is uniquely appropriate for the brand and that reinforces or helps to build the brand's equities. Provide a brief rationale for your purpose statement. *(1 slide)*  
Some questions to consider:

- Can you articulate the purpose in a way that is meaningful, true, and coherent for the brand?
  - What makes you think the brand has the critical capabilities to excel at this purpose?
  - Would this purpose help to create stronger relationships with customers? Help to attract a new segment of customers?
  - Will customers be able to easily associate the brand with that purpose? Will customers perceive the brand to be the “rightful owner” of this purpose?
  - Can the brand have demonstrable impact on the social need?
  - Would it be difficult for competitors to copy?
  - Are key stakeholders who care about this purpose in the wider world likely to support the brand’s involvement?
3. **Describe** actions that you think the brand could undertake in service of that purpose. How will the brand match what it says about purpose with specific actions? If you were doing this for State Farm, for example, and decided on a purpose centered around being a good neighbor, you might consider the characteristics that make a good neighbor, then suggest appropriate and relevant strategies and tactics for the brand that match those characteristics. This could be specific acts, broader signals about State Farms’ values, or collaborations (with companies, foundations, celebrities, orchestras, etc.), etc. Be creative! To what extent are you suggesting this purpose should be integrated into the brand’s strategy (what stage of purpose are you proposing)? *(2-3 slides)*
4. What gets measured gets managed. And purpose can be difficult to measure. What should the brand measure to assess its relative success as it pursues this purpose? Be creative but also be sure your measures are realistic and relevant. *(1 slide)*

### **Brand Audit Group Project**

Students will form teams (between 5 and 7 members) to work on this project. Please take the time to put together a team that will work well together in terms of schedules, skillsets, goals, etc. All groups must be formed, and potential brands identified by the date listed on the syllabus.

Your assignment is to select a real brand (new or well-established) and conduct an audit of that brand. Every team must study a different brand, so a pre-approval from me is necessary (see below). Feel free to pick a service (e.g., non-profit or for-profit) or product (e.g., consumer, technology, etc.) brand. You can choose a brand that you think is currently very strong, one that you think might be currently under-performing, or one that for whatever reason triggers your interest.

The goal of the brand audit is to assess the brand’s sources of equity and suggest ways to improve and/or leverage that equity. To do so, each team will conduct an audit that includes a brand inventory (comprehensive summary of the existing marketing and branding program) and brand exploratory (the result of empirical research), followed by recommendations for brand strategy and strategy implementation.

**Brand Inventory:** A current, comprehensive profile of how all products and services are marketed, branded and sold under the brand name.

- Identify all brand elements (logos, symbols, characters, packaging, slogans, trademarks, etc.).
- Discuss and distill the brand’s heritage, stories, and historical equity
- Identify the inherent attributes of the product/idea/service (pricing, communications, distribution policies, other relevant marketing activities).

- Profile direct and indirect competitive brands for points of parity and points of difference.
- Using all of this, gain an understanding of:
  - What customers' current perceptions might be based upon
  - Assess the consistency and continuity of marketing program
  - Assess perceptions of line and product extensions by customers and important collaborators
  - Identify brand strengths and weaknesses

**Brand Exploratory:** An investigation of customer brand knowledge, awareness, associations (strength, favorability, uniqueness), attitudes, preferences, relationships, community, etc. Research activity should be focused on understanding what relevant customers think and feel about the brand, in order to identify sources of brand equity, challenges, and opportunities for the future.

- Analysis of prior research studies that might be available (internal, external)
- Analysis of media coverage/interpretation of the brand and product category
- The team's own qualitative research
- The team's own quantitative research

For your qualitative research, conduct (at least) *either* three one-on-one interviews *or* one 6-8 person focus group. For your quantitative research, conduct a survey among a larger number (30+) of relevant customers. Your goal is to learn about the brand associations, brand relationships, sources of equity, etc., possessed by your focal brand.

Using all of this:

- Uncover current knowledge and feelings for the core brand and its critical competitors (existing or emerging)
- Develop a detailed and accurate profile of the brand's image, identity, etc. (platform, associations, stories, etc.)
- Determine depth and breadth of brand awareness, brand image, and necessary points of parity and points of differentiation with respect to critical competitors

The final project will include an in-class presentation to the entire class and a final written report. Both the written and oral components of the project should summarize the key insights from the Brand Inventory and Brand Exploratory and utilize key course concepts and tools to structure your analyses and recommendations. Based upon the insights from your team's Brand Inventory and Brand Exploratory, make recommendations to best position the brand for the future:

- Which (if any) new meanings should the brand develop?
- Which (if any) existing meanings should be strengthened or eliminated?
- What is the optimal positioning going forward? Identify and elaborate a marketing strategy/program to deliver that recommended positioning.

In-class presentations will be short, due to time constraints. Your written report is an opportunity to go beyond, in depth and breadth, what your team is able to cover during the in-class presentation.

**Progress Reports:** Each team will submit a progress report just before Spring Break. The progress report should sketch your preliminary understanding of your target brand in terms of salient brand meanings/associations, summarize the most important insights from your qualitative research, and sketch your preliminary plan for your quantitative research. This progress report should be no longer



than 2 pages, single spaced, 12-point font, 1-inch margins all around. The purpose of this progress report is to keep you on track and to provide an opportunity for me to offer feedback and guidance to each team.

**Participation Assessment:** Each member of the group will be asked to assess the contributions of each group member to the overall brand audit project. I will collect these assessments upon completion of the brand audit project. This information will contribute to my final assessment of each member's final grade for the brand audit project.

**Final Presentation:** Each team will present its brand audit during one of the last two class session. (Presentation date, order and time restrictions will be provided in-class.) Treat this as if you were an outside consulting group presenting your recommendations for the brand's next steps to the brand's senior leaders. Realize that to convince your audience of your proposal, you will need to substantiate your recommendations with a clear understanding of the brand and empirical insights. Be sure to leverage key course concepts in your analysis and recommendations. And, perhaps most importantly, your presentation must be vivid and engaging. You may use PowerPoint, Googledocs, video, or any other compelling and engaging format—*be creative and have some fun!*

Final presentations will be evaluated by all students not on your group as well as by me, on several criteria:

1. The extent to which you demonstrate understanding of your target brand
2. The insightfulness of your qualitative and quantitative research insights
3. The quality of your team's recommendations to the brand
4. The overall creativity of your presentation.

**Final Report:** Your team's final report should convey your understanding of the brand's current status and offer guidance for its future. You will use the insights from your research to formulate a positioning strategy. The final report will use all of this information to identify the sources of brand equity (and missed opportunities), thereby providing the basis for your recommendations going forward.

**Final Report Page limitations:** 1-page executive summary; 12 additional pages of text (single spaced, 1-inch margins all around; 12-point font); up to 5 pages of appendices/exhibits.

## Course Schedule

| Session/Date                 | Topic   | Readings  | Assignments   |
|------------------------------|---|---|---|
| #1:<br>Thursday,<br>1/12/23  | <b>Introduction to Strategic Brand Management</b>   | This Course Syllabus  | Send me a LinkedIn invite!<br>(If you use the platform)   |
| #2:<br>Tuesday,<br>1/17/23   | <b>The power of brands, managing short and long</b>   | Hoeffler, Keller (2003)<br>Roach (2020)                       | Loved & Hated Brands Assignment (not graded).<br>Submit on Canvas, be prepared to discuss in class. See template at the end of this syllabus. |
| #3:<br>Thursday,<br>1/19/23  | <b>Brand and Product: The Dasani videocase</b>  |   |   |
| #4:<br>Tuesday,<br>1/24/23   | <b>Leading the brand: The M&amp;S videocase</b>   |   |   |
| #5:<br>Thursday,<br>1/26/23  | <b>Measuring and tracking brands</b>  | John et al. (2006)<br>Keller, Lehmann (2003)                  |   |
| #6:<br>Tuesday,<br>1/31/23   | <b>Local preferences, global brands: The Pringles case</b>                                      |   | Prepare case for in-class discussion  |
| #7:<br>Thursday,<br>2/2/23   | <b>Brand positioning</b>  | Keller et al. (2002)<br>Ritson (2021)<br>Urbany, Davis (2013) | Each group must sign up and submit a listing of 3 potential brands for the Brand Audit Project  |
| #8:<br>Tuesday,<br>2/7/23    | <b>Positioning and laddering: The Cialis case</b>   |   | Prepare case for in-class discussion  |
| #9:<br>Thursday,<br>2/9/23   | <b>Guest speaker, TBA</b>   |   |   |
| #10:<br>Tuesday,<br>2/14/23  | <b>Community branding: The Andradas case</b>  |   | Prepare case for in-class discussion  |
| #11:<br>Thursday,<br>2/16/23 | <b>Brands that matter: Brand purpose, sustainability, morphing brands</b>                       |   | <b>Submit Personal Gap Analysis</b>   |
| #12:<br>Tuesday,<br>2/21/23  | <b>Finding a market: The Wizenoze case</b>  |   | Prepare case for in-class discussion  |
| #13:<br>Thursday,<br>2/23/23 | <b>The nation brand, and the Best Countries ranking. Guest lecture by Prof. David Reibstein</b> |   |   |
| #14:<br>Tuesday,<br>2/28/23  | <b>Managing brands over time</b>  |   |   |

| Session/Date                 | Topic   | Readings  | Assignments  |
|------------------------------|---|---|--|
| #15:<br>Thursday,<br>3/2/23  | <i>Brand Audit Study Day</i>                                    |   | <b>Brand Audit Project Progress Report, submit on Canvas before end of the day</b> |
| #16:<br>Tuesday,<br>3/14/23  | <b>Managing disruption: The TomTom case, Part 1</b>             |   | Prepare case for in-class discussion   |
| #17:<br>Thursday,<br>3/16/23 | <b>Managing disruption: The TomTom case, Part 2</b>             |   |  |
| #18:<br>Tuesday,<br>3/21/23  | <b>Growth: Brand architecture, brand extension, co-branding</b> | Aaker, Joachimsthaler (2000)                            |  |
| #19:<br>Thursday,<br>3/23/23 | <b>Guest speaker, TBA</b>                                       |   | <b>Submit Kickstarter Project</b>  |
| #20:<br>Tuesday,<br>3/28/23  | <b>Open-source marketing and brand communication</b>            | Acar, Puntoni (2016)<br>Puntoni (2014)<br>Ritson (2016) |  |
| #21:<br>Thursday,<br>3/30/23 | <b>Market-driving strategies</b>                                |   |  |
| #22:<br>Tuesday,<br>4/4/23   | <b>Guest speaker, TBA</b>                                       |   | <b>Submit Brand Purpose Analysis</b>   |
| #23:<br>Thursday,<br>4/6/23  | <b>Lifestyle branding: The Red Bull case</b>                    |   | Prepare case for in-class discussion   |
| #24:<br>Tuesday,<br>4/11/23  | <b>Luxury branding: The Chanel videocase</b>                    | Kapferer (2012)   |  |
| #25:<br>Thursday,<br>4/13/23 | <b>Guest speaker, TBA</b>                                       |   |  |
| #26:<br>Tuesday,<br>4/18/23  | <b>Wrapping up with few interesting ideas</b>                   | Rust et al. (2010)                                      |  |
| #27:<br>Tuesday,<br>4/20/23  | <b>Brand Audit Project Presentations Part 1</b>                 |   | <b>All Brand Audit Presentations</b>   |
| #28:<br>Thursday,<br>4/25/23 | <b>Brand Audit Project Presentations Part 2</b>                 |   | <b>All Brand Audit Written Reports</b>   |

Name: \_\_\_\_\_

**Loved/Hated Brands Worksheet**

Complete this sheet and upload it to Canvas. Be prepared to share your responses in class.

1. What is a brand that you love? Why?

| Brand Name | Why do you love this brand? |
|------------|-----------------------------|
| 1.         |                             |
| 2.         |                             |
| 3.         |                             |

2. What is one brand that you hate? Why?

| Brand Name | Why do you hate this brand? |
|------------|-----------------------------|
|            |                             |