Carlson on Branding

May 19-20, 2006

Conference Chair

Rohini Ahluwalia, Ph.D.

Presented by the Institute for Research in Marketing
## Conference Schedule

### Friday, May 19, 2006

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<tr>
<td>7:00</td>
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<td>Institute for Research in Marketing Introduction</td>
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<td>Welcome and Opening Remarks</td>
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### Part I: Building and Leveraging a Brand

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### Part II: Protecting Brand Assets

Session Chair: Prof. Bob Ruekert, Carlson School of Management, University of Minnesota

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**Conference Schedule**

**Part II continued**

2:45  *Now that You've Established a Leading Brand: What You Need to Do to Protect It*
    J. Patrick Wheeler, Asset Tracking and Protection, 3M

3:15  *Break*
    Atrium

3:30  *Shoring Up or Watering Down?: Brand Extension and Dilution*
    Prof. Barbara Loken, Carlson School of Management, University of Minnesota
    3M Auditorium

4:15  *Coaching the Champion Brand: Offense and Defense*
    Kent Seltman, Director of Marketing, Mayo Clinic

5:00  *Reception*
    Atrium

**Saturday, May 20, 2006**

8:00  *Breakfast and Registration*
    Atrium

**Part III: Issues in Brand Measurement**

Session Chair: Prof. Om Narasimhan, Carlson School of Management, University of Minnesota

9:00  *An Integrative Framework of Brand Equity: Bringing Together Customer and Company Perspectives*
    Prof. C.W. Park, Marshall School of Business, University of Southern California
    3M Auditorium

9:45  *A New Stage for the Guthrie Theatre: Refreshing an Iconic Brand*
    Nathalie Wilson, Vice President, Account Strategy, Yamamoto Moss

10:30  *Break*
    Atrium

10:45  *Brand Concept Maps: Measuring What Your Brand Means to Consumers*
    Prof. Barbara Loken, Carlson School of Management, University of Minnesota
    Prof. Deborah Roedder John, Carlson School of Management, University of Minnesota
    3M Auditorium

11:30  *Increasing the Odds of Success: Measuring Your Brand to Make Confident Decisions on Brand Extensions.*
    Jeff Hunter, Director of Opportunity Measurement and Experimentation, General Mills

12:15  *Closing Remarks*
    Prof. Rohini Ahluwalia, Conference Chair, Carlson School of Management, University of Minnesota

12:30  *Lunch*
    Atrium
Friday, May 19, 2006

**Introductory Address**

*Strategic Brand Management on the Cutting Edge: Building, Leveraging, Identifying and Protecting Brands*

Prof. Deborah Roedder John, Carlson School of Management, University of Minnesota

Brands are strategic assets requiring cutting edge management skills. This presentation offers a view of the management tasks that must be accomplished to fully realize the opportunities that strategic brands offer in today’s competitive environment. The address will introduce the BLIP model of strategic brand management, focusing on four key brand management tasks: building, leveraging, identifying and protecting brands.

**Part I: Building and Leveraging a Brand**

*Building Strong Brands: Three Models for Developing and Implementing Brand Plans*

Prof. Kevin Lane Keller, Tuck School of Business, Dartmouth College

Building a strong brand is both an art and a science. To help marketers understand how to better develop and implement effective brand plans, three models of increasing scope are reviewed. The Competitive Brand Positioning Model, the Brand Resonance Model, and the Brand Value Chain model help guide marketers’ thinking and decisions with respect to their brands.

*Panel Discussion: Branding in Industrial Markets*

Prof. George John, Carlson School of Management, University of Minnesota
Paul Hillen, Vice President, Food Ingredients & Systems, Cargill

This panel will engage in focused discussion of cutting-edge topics on branding in B2B settings including topics such as using ingredient brands versus unlabeled ingredients in OEM sales.

*Branding Across Cultures*

Prof. Akshay R. Rao, Carlson School of Management, University of Minnesota

Based on recent empirical research, this presentation will examine cross-cultural differences in consumer behavior which have important implications for brand attitudes, switching and loyalty, and price sensitivity. These results are then used to examine emerging substantive and methodological research opportunities with particular relevance to emerging Asian economies including India and China.

*Panel Discussion: Global Branding*

Prof. Michael Houston, Carlson School of Management, University of Minnesota
Prof. Sharon Shavitt, University of Illinois
Susan Flach, Director, Consumer Insights and Strategy, Kraft Foods

Whether it is in the information on which they focus or how they organize their thoughts, people from different cultures or with different self-views seem to think differently. The panel will explore what this means for how they think about brands and brand extensions. Implications for global brands are considered.

**Part II: Protecting Brand Assets**

*Consumer Insight and Brand Protection*

Michael Gannon, Consumer Insights and Strategy, 3M

Brand protection does not begin once you’ve identified your first infringer, rather, it is a process that should begin at the inception of the brand development process. From the initial stages of trademark clearance to the various legal avenues available for trademark enforcement, this session will focus on the best means to develop strong and protectable brands.

*Branding Between the Lines: Protecting Your Brand and Managing Gray Markets*

Prof. Mark Bergen, Carlson School of Management, University of Minnesota

Brands can be used and abused by channel members and the sale of branded products through unauthorized, or “gray,” markets is a multifaceted problem for suppliers. Because those sales have the potential to dilute a brand, tarnish relationships with authorized dealers, and even lead to legal wrangling, protecting your brand in the face of gray markets is an important challenge for brand managers. By following a three-fold approach, the three S’s, which includes sensing the emergence of such markets, speedily addressing them, and using appropriate severity when applying counter-measures, management can fight back against the gray markets and even take advantage of some of their hidden benefits.
(Part II continued)

Now That You’ve Established a Leading Brand: What You Need to Do to Protect It
J. Patrick Wheeler, Asset Tracking and Protection, 3M

Brand protection plays an integral role in building a successful brand. This presentation will provide a framework for addressing trends to reduce risk to your brand and will examine the current state of global trade with focus on current industry data and trends on issues that threaten global brand owners, as well as some of the key drivers of these trends.

Shoring Up or Watering Down?: Brand Extension and Dilution
Prof. Barbara Loken, Carlson School of Management, University of Minnesota

Leveraging a brand by introducing new line and brand extensions is a popular strategy that is cost effective in the short run. However, few models of branding have identified empirically-based strategies that are important in extending brands. The risks of introducing brand extensions not only include the possibility of failure of the brand extension, but also dilution of the parent brand. This presentation discusses the empirical research on brand extensions and brand dilution, and identifies key prescriptive themes for extending brands.

Coaching the Champion Brand: Offense and Defense
Kent Seltman, Director of Marketing, Mayo Clinic

In the mid-1990s, when Mayo Clinic recognized that its name was its most valuable asset, it embarked on a mission to move beyond “reputation management” to “brand management.” Protection of the brand is both defense and offense: defense against internal dilution and external infringement and offense against staid irrelevance in new and evolving markets. The story of this iconic not-for-profit brand raises questions that challenge both academicians and practitioners focused on brand management.

Saturday, May 20, 2006

Part III: Issues in Brand Measurement

An Integrative Framework of Brand Equity: Bringing Together Customer and Company Perspectives
Prof. C.W. Park, Marshall School of Business, University of Southern California

Based on a critical overview of prior research on brand equity from both the customers’ and the firm’s perspectives, an integrative conceptual framework is proposed in which brand equity and other brand performance-related constructs are brought together. The meaning of brand equity and its conceptual properties are identified and reflected in its operationalization. This presentation examines theoretical support for and empirical testing of brand equity measure in this framework. Diagnostic analyses of the proposed brand equity measure and managerial implications are also discussed.

A New Stage for the Guthrie Theatre: Refreshing an Iconic Brand
Nathalie Wilson, Vice President, Account Strategy, Yamamoto Moss

Founded in 1963, The Guthrie Theater was America’s flagship theater sparking the nation’s regional theater movement. Forty-plus years later, the venerable brand was poised to move to a new signature multi-stage facility on the banks of the Mississippi River. The move signaled more than a change of location. It underscored the Guthrie’s intent to expand its cultural landscape and retain its pre-eminence among theaters nationally and internationally. This presentation will outline the brand challenges and strategies associated with moving the Guthrie to the next stage.

Brand Concept Maps: Measuring What Your Brand Means to Consumers
Prof. Barbara Loken, Carlson School of Management, University of Minnesota
Prof. Deborah Roedder John, Carlson School of Management, University of Minnesota

Strong brands are characterized by a network of strong, favorable and unique brand associations that customers identify with the brand. This presentation introduces a new methodology, Brand Concept Maps, for eliciting brand association networks from customers and aggregating this information to identify a consensus view (or map) of the brand. Consensus brand maps include the core brand associations that define the brand’s image, showing which brand associations are linked directly to the brand, indirectly to the brand, or grouped together with regard to the brand.

Increasing the Odds of Success: Measuring Your Brand to Make Confident Decisions on Brand Extensions.
Jeff Hunter, Director of Opportunity Measurement and Experimentation, General Mills

Brand measurement is an essential component when it comes to considering possible brand extensions and their viability. General Mills has developed a diagnostic database to help measure the meaning of a parent brand, it’s relative strength, and the extent to which possible brand extensions are in line with the parent brand’s meaning. All of these can help predict the success or failure of each of the many brand extensions that come up for consideration. This presentation will examine these factors and their impact on the continued strength of General Mills’ core brands.
Rohini Ahluwalia, Conference Chair
Rohini Ahluwalia is Associate Professor of Marketing at the Carlson School of Management. Her current work focuses on two major streams of research: how people process, resist and are influenced by counter-attitudinal and negative information (relating to both brands and political candidates); and advertising and branding issues using an information processing perspective. Her research has been published in numerous peer-reviewed journals and she serves on the editorial boards of the Journal of Marketing, Journal of Consumer Research and Journal of Consumer Psychology.

Mark E. Bergen
Mark E. Bergen is the Carolyn I. Anderson Professor of Business Education Excellence at the Carlson School of Management. He teaches MBA and executive courses in pricing strategy, marketing strategy and management, and supply chain management, and his research focuses on pricing and channels of distribution. Bergen’s work, including his recent articles “How to Fight a Price War” and “Pricing as a Strategic Capability,” has been published widely in top scholarly journals, and he continues to serve as a consultant with companies in the medical, service, food, retail, and industrial markets.

Susan Flach
Susan Flach is the Director of Consumer Insights and Strategy for the Global Snacks Sector at Kraft Foods. She is responsible for driving consumer insights that provide the foundation for the strategic and tactical direction of Kraft’s Global Snack brand equities. Flach brings extensive experience in brand development and evaluation to this role; she has worked on brand development and evaluation across CPG and consumer service organizations.

Michael Gannon
Michael Gannon is Trademark Counsel for 3M Company in St. Paul, MN. Prior to joining 3M, he practiced with the national intellectual property law firm Fish & Richardson, where he represented numerous local and national companies in diverse matters involving national and international trademark clearance, registration, and enforcement, as well as counseling clients on transactional matters such as the trademark aspects of mergers and acquisitions and licensing agreements.

Paul Hillen
Paul Hillen, Vice President of Food Ingredients and Systems at Cargill, has also served Cargill in both the North American and Global marketing divisions. Previously, he spent 15 years with Procter and Gamble, with 10 years in brand and general management, overseeing Procter and Gamble’s beverage expansion in the European market.

Michael Houston
Michael Houston, Ecolab-Pierson Grieve Chair in International Marketing, currently serves as Interim Co-Dean at the Carlson School of Management. His research specializes in global branding and consumer behavior issues, and he serves on the editorial boards of the Journal of Consumer Psychology and the Asian Marketing Journal. He is a past editor of the Journal of Marketing Research. In addition, Houston teaches with both the MBA and Ph.D. programs at the Carlson School.

Deborah Roedder John
Deborah Roedder John is the Curtis L. Carlson Chair and Professor of Marketing at the Carlson School of Management. She received her Ph.D. in Marketing from Northwestern University and is an expert in consumer behavior, specializing in children’s consumer behavior and consumer brand management. Her work has been published in top marketing journals—including the Journal of Marketing, Journal of Marketing Research and Journal of Consumer Research. Her current research in branding focuses on cross-cultural responses to brand extensions, sources of brand dilution and brand equity measurement.

George John
George John, Pillsbury-Gerot Chair in Marketing at the Carlson School of Management, also serves as the Academic Director of the Carlson Brand Enterprise. He employs a customer focused framework to examine the design and management of inter-firm relations and is one of the nation’s leading experts in marketing channels, industrial marketing and high-technology. His current research includes work on component branding and consumer guarantees including the recently published work “Strategic Fit in Industrial Alliances: An Empirical Test of Governance Value Analysis,” in the Journal of Marketing Research.
Kevin Lane Keller
Kevin Lane Keller is the E. B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College. He has served as brand confidant to marketers for some of the world’s most successful brands, including Accenture, American Express, Disney and Ford. His textbook, Strategic Brand Management, has been adopted at top business schools and leading firms around the world. With the 12th edition published in March 2005, he is the author, with Philip Kotler, of the all-time best selling introductory marketing textbook, Marketing Management.

Barbara Loken
Barbara Loken, a Professor of Marketing at the Carlson School, is a recognized expert in the field of consumer behavior and consumer psychology. Her recent publications have included “Brand Concept Maps: A Methodology for Identifying Brand Association Networks” in MSI Reports; “Consumer Psychology: Categorization, Inferences, Affect and Persuasion” in the Annual Review of Psychology; and “The Effects of Instructional Frame on Female Adolescents’ Evaluations of Larger-sized Female Models in Print Advertising” in the Journal of Applied Social Psychology.

C.W. Park
C.W. Park is the Joseph A. DeBell Professor of Marketing at the Marshall School of Business. His current research interests include the conceptual-measurement model of brand equity, identifying extension boundary-braking strategies in the brand extension context, developing brand fortification strategies through extensions, emotional attachment and consumption chain phenomena. Park has conducted research in the consumer behavior area, concentrating on individual and dyadic decision-making and choice, information processing, marketing communications, social influence and branding decisions.

Akshay Rao, Director of the Institute for Research in Marketing
Akshay Rao is the General Mills Professor of Marketing and Chair of the Department of Marketing at the Carlson School of Management. Rao is currently working on projects relating to risky choices, communicating quality to uninformed consumers, neurology and decision-making and the establishment and retention of brand loyalty. He has published extensively and was recently Co-Chair of both the AMA Doctoral Consortium (2003) and the ACR Conference (2004).

Kent Seltman
Kent Seltman is the chair of marketing for Mayo Clinic. He is the Leader of the Brand Team that provides day by day oversight of the brand as well as brand consultation, brand education and brand-related research. He holds MA and Ph.D. degrees in English Literature and an MBA with marketing emphasis from Rollins College in Winter Park, FL. He frequently lectures and writes on healthcare marketing issues. From 2002-2005, he served as editor of Health Services Marketing, published by the American Marketing Association.

Sharon Shavitt
Sharon Shavitt is the IBE Distinguished Professor of Business Administration at the University of Illinois at Urbana-Champaign. She is also on the faculty of the Department of Psychology, the Survey Research Laboratory and the Institute of Communications Research. Her research focuses primarily on the cross-cultural factors affecting consumer persuasion, self presentation and survey responding. She has published numerous articles on topics related to culture, consumer behavior and survey measurement and is co-editor of the book Persuasion: Psychological Insights and Perspectives.

J. Patrick Wheeler
J. Patrick Wheeler is currently the Global Business Manager of 3M Asset Tracking and Protection, for an industry leader in providing solutions to brand and asset managers around the world. Previously in his 16-year 3M career, Wheeler held successive positions including Six Sigma Master Black Belt; Manufacturing Operations Manager, Business Development; and various manufacturing engineering/operations positions. He also holds a MBA from the Carlson School of Management.

Nathalie Wilson
Nathalie Wilson brings years of experience in the advertising and marketing field, growing national brands across many categories. As Vice President of Account Strategy at Yamamoto Moss, she is responsible for account management and strategic development for the firm’s clients, focusing on each client’s strategic goals, be they a company launch, product extension, or brand overhaul. Wilson holds an MBA with concentrations in marketing and entrepreneurship from the Weatherhead School of Management at Case Western Reserve University and also sits on the Advisory Board for the Carlson Brand Enterprises.
The Institute for Research in Marketing is a think tank designed to leverage the intellectual depth of the Carlson School’s marketing faculty and to enhance relationships with thoughtful, senior practitioners. Our principal goals include the development of a forum in which industry leaders access the original, cutting-edge research conducted by the faculty, and to enrich faculty research through interactions with the corporate community. We will accomplish our goals through a variety of means including conferences and seminars, small meetings, a working paper series, and monetary support directed to deserving research projects.

The mission of the Institute is furthered by its Advisory Board. Board members provide leadership in several key areas including ideas for joint research projects, national outreach, general advocacy and ambassadorship for the Institute.

Carlson on Branding, the Institute’s inaugural conference will be followed next year by a conference to be held in collaboration with the Marketing Science Institute, a Cambridge, MA based think tank that is one of the oldest and most prestigious academic-industry research partnerships in the country. The Institute will host this academic/industry conference on June 6-8, 2007.

The Institute for Research in Marketing represents an investment in the Marketing discipline, part of a broad initiative designed to leverage areas of excellence at Carlson. We invite you to learn more at www.csom.umn.edu/Institute or by contacting Rebecca Monro Armitage, Associate Director at 612-626-7940 or rarmitage@csom.umn.edu

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