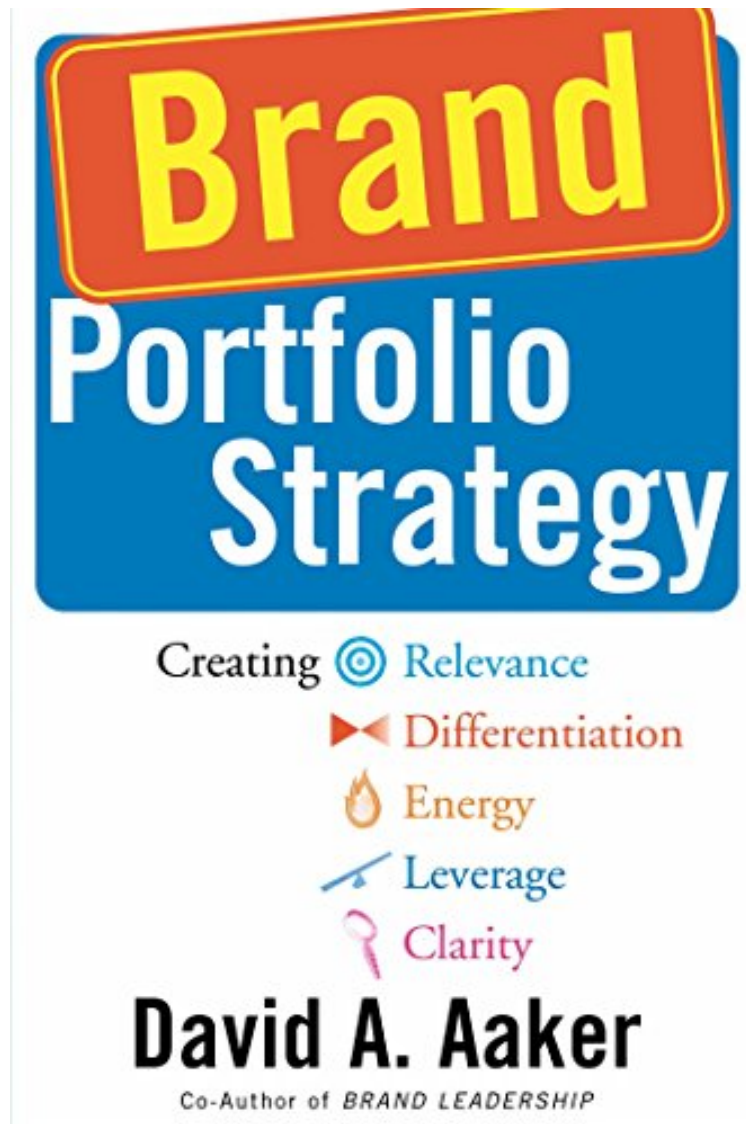


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Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity

David A. Aaker

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In this long-awaited book from the world's premier brand expert and author of the seminal work *Building Strong Brands*, David Aaker shows managers how to construct a brand portfolio strategy that will support a company's business strategy and create relevance, differentiation, energy, leverage, and clarity. Building on case studies of world-class brands such as Dell, Disney, Microsoft, Sony, Dove, Intel, CitiGroup, and PowerBar, Aaker demonstrates how powerful, cohesive brand strategies have enabled managers to revitalize brands, support business growth, and create discipline in confused, bloated portfolios of master brands, subbrands, endorser brands, co-brands, and brand extensions. Aaker offers readers step-by-step advice on what to do when confronting scenarios such as the following: bull; Brands are underleveraged bull; The business strategy is at risk because of inadequate brand platformsbull; The business faces a relevance threat caused by emerging subcategoriesbull; The firm's brands are tired and blandbull; Strategy is paralyzed by a lack of priority among the brandsbull; Brands are cluttered and confusing to both customers and employeesbull; The firm needs to move into the super-premium or value arenas to create margin or sales volume bull; Margin pressures require points of differentiationRenowned brand guru Aaker demonstrates that assuring that each brand in the portfolio has a clear role and actively reinforces and supports the other portfolio brands will profoundly affect the firm's profitability. *Brand Portfolio Strategy* is required reading not only for brand managers but for all managers with bottom-line responsibility to their shareholders.

From Publishers WeeklyCorporations may legally be considered persons, but to promote their individuality to consumers, they need a brandmdash;and a strategy. This intriguing marketing treatise teaches companies how to understand and exploit the finely graded social system that brands inhabit in the marketplace. Projecting both "personality elements" and "emotional and self-expressive" qualities onto brands, customers are skeptical of parvenu brands that try to move up into super premium markets, contemptuous of brands that move down into "value" markets, and uneasy about brands that associate with less reputable labels. To help businesspeople sort through and capitalize on such perceptual niceties, Aaker, a consultant, professor and author of *Building Strong Brands*, plots out a complicated taxonomy of master brands, subbrands, endorser brands, brand alliances, branded energizers, silver bullet brands, cash cow brands and "fighter" brands (the latter protect more important brands from being sullied by competition with lesser brands). Aaker encourages companies to think of their brands as members of a football team, each with a well-defined role to play, and offers a wealth of case studies and exercises to help managers decide how to handle their portfolios. Aaker's readable prose imparts real substance to these concepts, and provides insight into such issues as how to clarify a confusing assortment of brands, differentiate a company's brands from its competitors's, introduce a new brand or kill off an old one. While the book is aimed at marketing executives, who will glean much practical advice from it, interested lay readers will find it a revealing insider's look at how the business world conceives of and manipulates consumer psychology. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. Bernhard Eggli Managing Director, Head of Brand Management, UBS There's no authority on branding to equal David Aaker, and here he shows again his weight of experience and keenness of insight. This is a thoughtful exploration of how to structure, manage, and extend a brand portfolio for maximum value. The passages on how to energize and differentiate a brand are especially illuminating. Excellent. Sam Hill President, Helios Consulting; former Vice Chairman, DMBB Brand portfolio optimization will be the value-creating management approach of the next decade, and will change the way we do business as fundamentally as has business process reengineering or six sigma. Dr. Aaker has written a simple and pragmatic guidebook that will be tremendously useful to strategists. He has almost single-handedly transformed branding from an art into a science, and no one is better qualified to lead the discussion on brand portfolio strategy. Anil Menon Vice President, Corporate Brand Strategy Worldwide Market Intelligence, IBM Corporation Effective branding is a mission-critical business priority. And, as product-markets increasingly commoditize, a clear brand strategy can offer a path to competitive differentiation, particularly for B2B companies. Professor Aaker is at his brilliant best in this book with clear advice on how to make brands 'real' in the daily life of an organization and relevant in the marketplace. Philip Kotler Professor of International Marketing, Kellogg School of Management, Northwestern University *Brand Portfolio Strategy* is a 'must' read for any company saddled with brands whose roles and relationships go begging for clarification and wiser direction. David Aaker, our most original conceptual thinker on branding, has again pushed brand management into exciting new territory. John Elkins, EVP, Global Brand, Marketing Corporate Relations, Visa International With timely insight, Aaker shows how to use portfolio tools to help firms address the strategic challenge of staying relevant and differentiated in dynamic markets. Anna Catalano Group Vice President, Marketing, BP

Aaker's epilogue of 20 takeaways should be a bible for all brand managers who want to drive business success. Peter Sealey Ph.D., former Chief Marketing Officer, The Coca-Cola Company Brand Portfolio Strategy hits the mark dead center into the most relevant and hotly debated topic in marketing today. Aaker builds on his previous trilogy of seminal branding books with his best offering yet -- a great strategic and practical read. About the Author David A. Aaker is the Vice-Chairman of Prophet, Professor Emeritus of Marketing Strategy at the Haas School of Business, University of California at Berkeley, Advisor to Dentsu, Inc., and a recognized authority on brands and brand management. The winner of the Paul D. Converse Award for outstanding contributions to the development of the science of marketing and the Vijay Mahajan Award for Career Contributions to Marketing Strategy, he has published more than ninety articles and eleven books, including Strategic Market Management, Managing Brand Equity, Building Strong Brands, and Brand Leadership (co-authored with Eric Joachimsthaler).