

# 2327 Brand Management

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Week 5

## Session 5

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# Brand Exploratory & Keller's Customer-based Brand Equity model

Keller CBBE model

What is Brand Exploratory?

How to conduct brand exploratory research?

# Agenda

Topic 1. Keller's CBBE Model & Brand Exploratory

Topic 2. Brand exploratory in action: Marketing Research Plan



# Brand Audit – what is it

*“A Brand Audit requires understanding the **sources of brand equity** from the perspective of both the company and the consumer*



Part A:  
Inventory

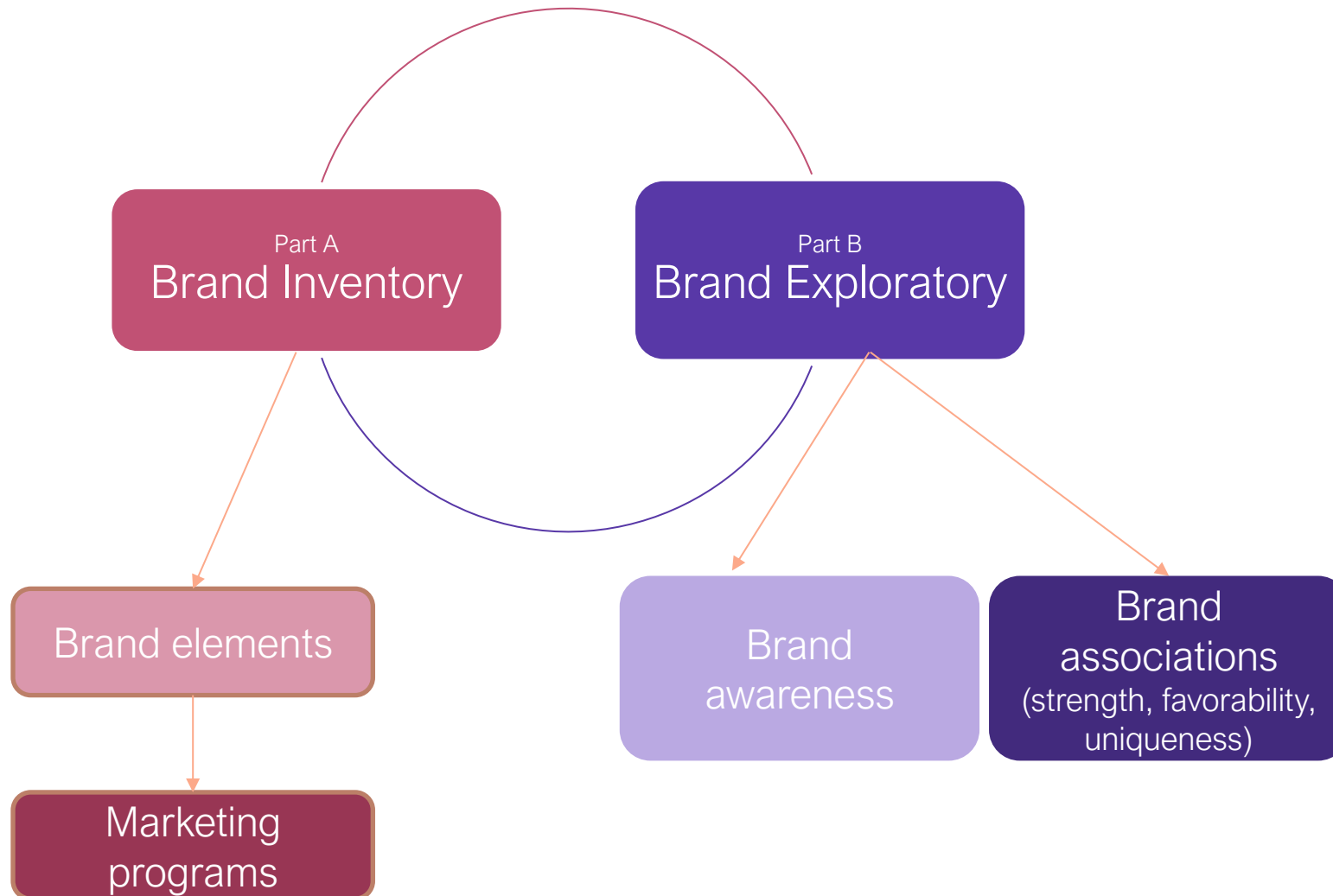
*From the perspective of the company, it is necessary to understand exactly what products and services are being offered to consumers and how they are **marketed** and **branded**.*



Part B:  
Exploratory

*From the perspective of the consumer, it is necessary to dig deeply into the minds of consumers and tap their **perceptions** and **beliefs** to uncover the true **meaning** of brands and products”*  
(Keller, 2012)

# Brand Audit – What is it made of?

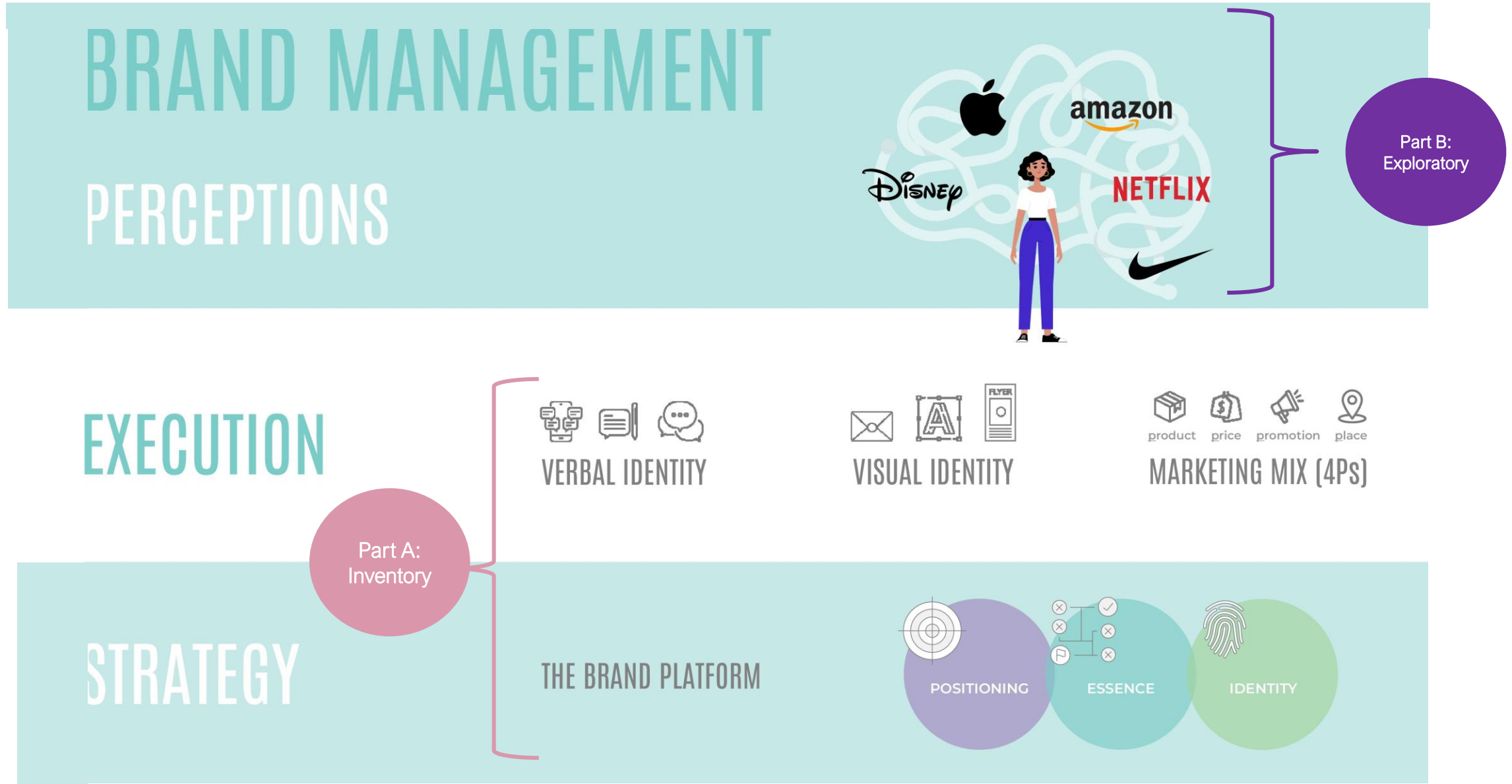


The goal of the **Brand Exploratory** is to dig deeply into the minds of consumers and tap their **perceptions** and **beliefs** to uncover the true **meaning** of brands and products

It is rooted in research to understand what consumers think and feel about the brand & the product category it belongs to, to identify sources of equity

1. Understand current knowledge and feelings for the brand **and its competitors**
2. Determine depth and breadth of brand awareness, brand image and necessary PoP & PoD with key competitors from the consumer's point of view

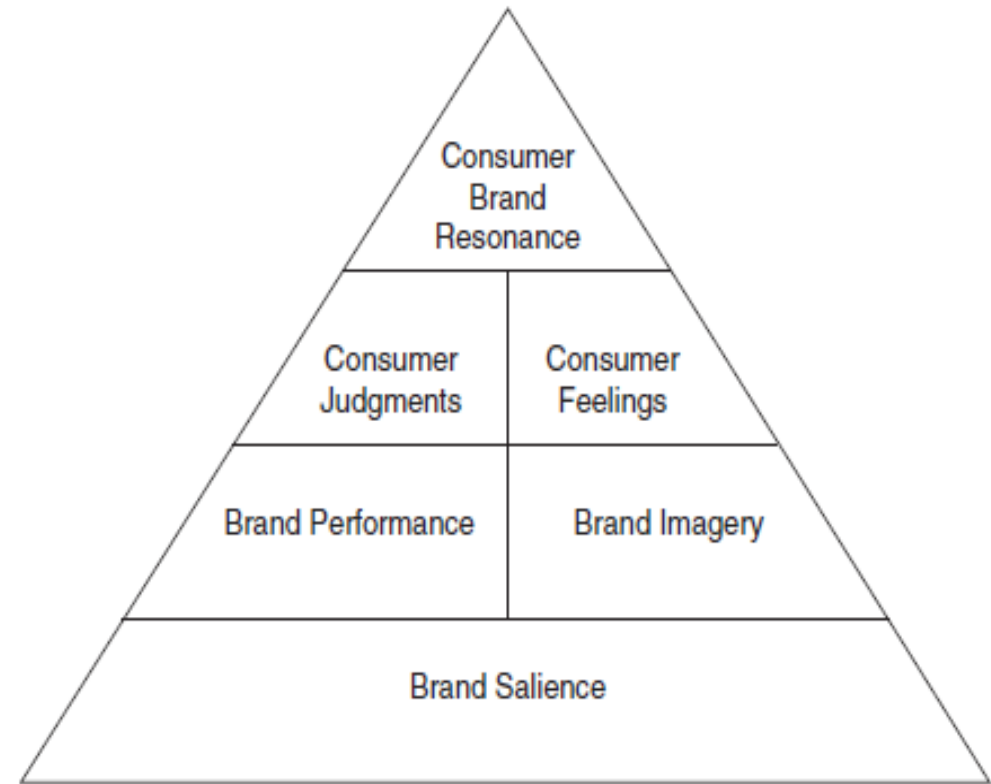
# Brand Equity & the Brand Audit



# The Keller model: Customer-based brand Equity (CBBE)

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- **Basic premise: Power of a brand resides in the minds of customers**
- End goal: To create intense, active loyalty relationships with customers
- Building customer-based brand equity requires the creation of a familiar brand that has **favorable**, **strong**, and **unique** brand associations
- Challenge is to ensure customers have the right types of experiences with products & services and their marketing programs to create the right brand knowledge structures:
  - Thoughts
  - Feelings
  - Images
  - Perceptions
  - Attitudes



# The Keller model: Customer-based brand Equity (CBBE)

**Salience:** how easily and often customers think of the brand under various purchase or consumption situations

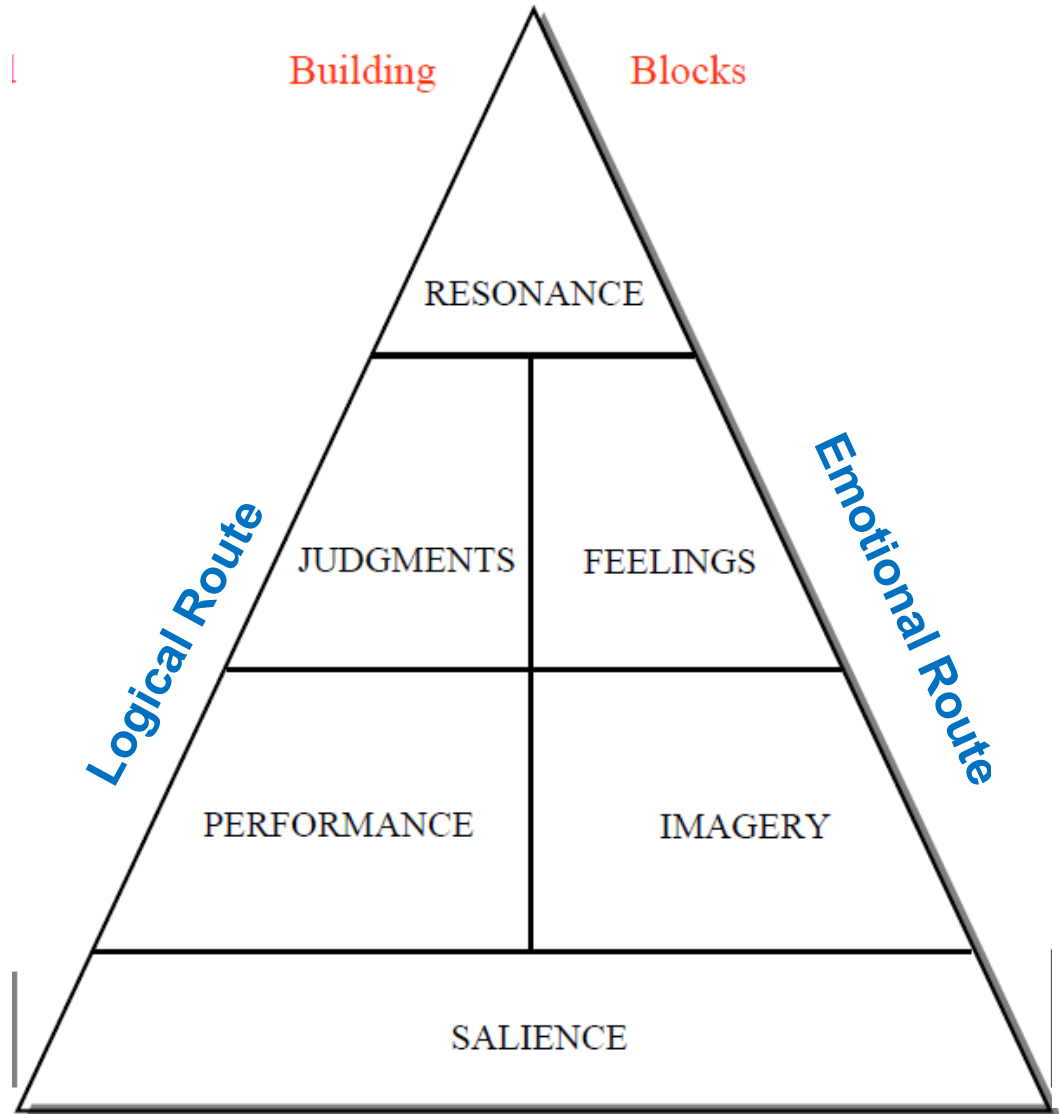
**Performance:** how well the product or service meets customers' functional needs

**Imagery:** describes the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs

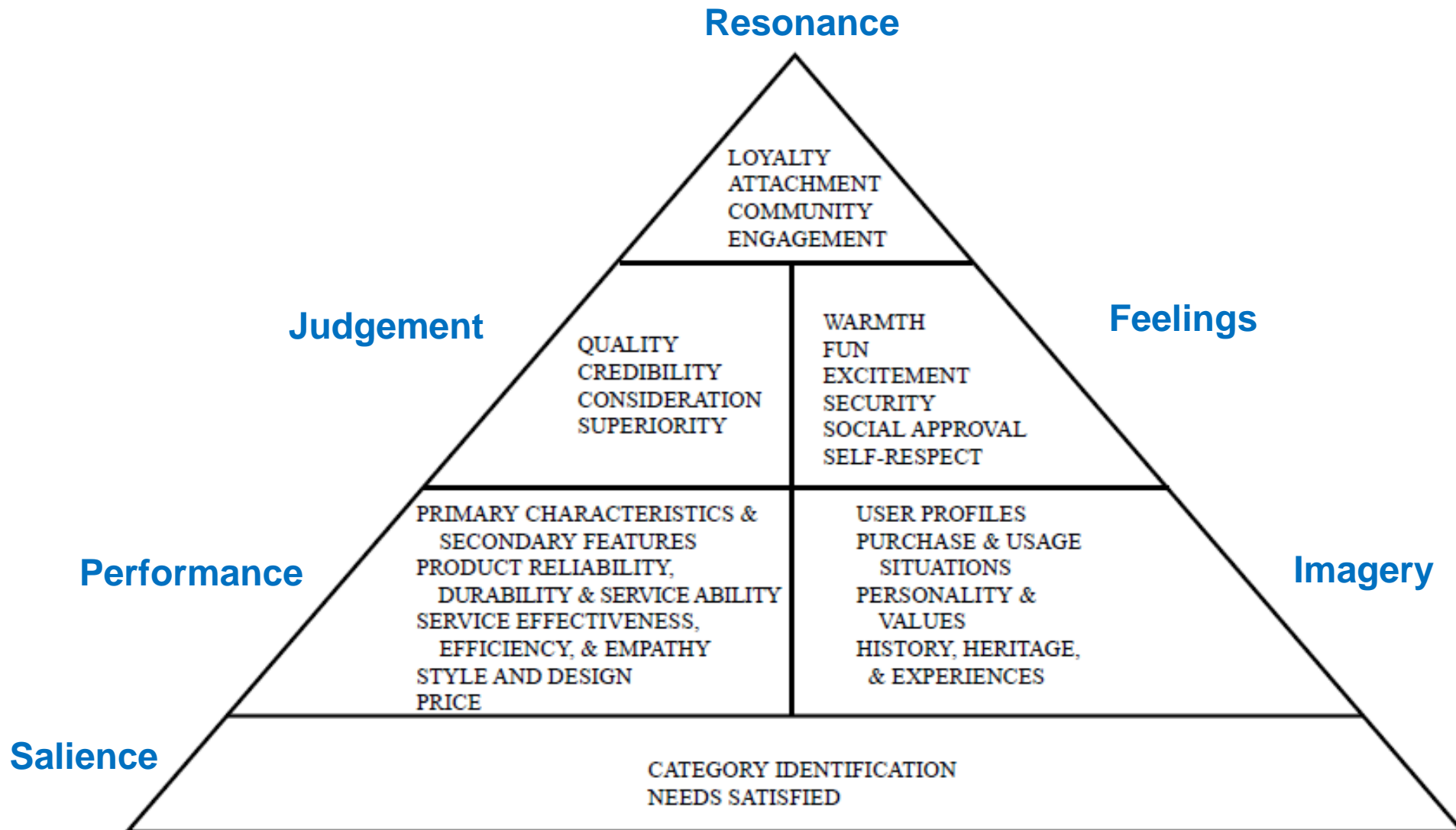
**Judgement:** consumers' own personal opinions and evaluations

**Feelings:** customers' emotional responses and reactions with respect to the brand

**Resonance:** the nature of the relationship customers have with the brand, and how 'in sync' they are



# The Keller model: Building blocks sub-dimensions



Which brands of  
furniture &  
decoration come to  
mind?

Have you ever heard  
of these brands?

LARE  
DOU  
TE

sklum♥

area<sup>∞</sup>

casa

JYSK

IKEA

LEROYMERLIN

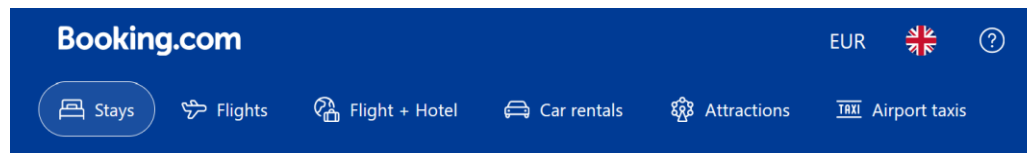
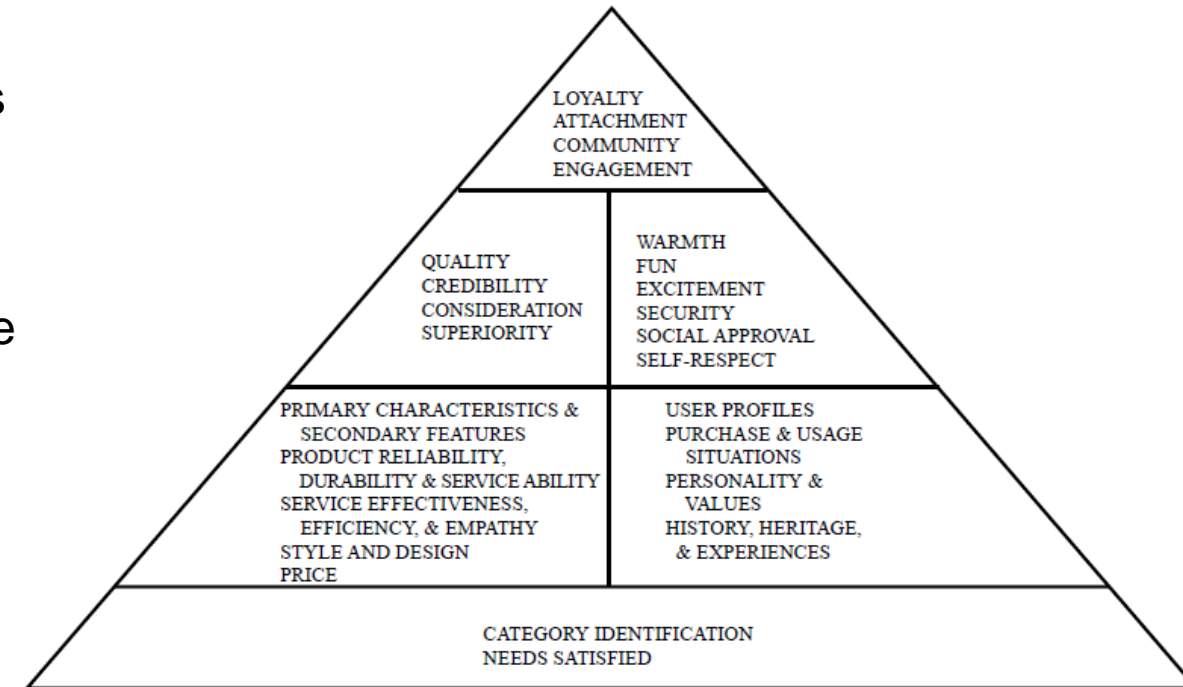
How would you  
categorize these  
brands?



# The Keller model: Salience

**Salience:** how easily and often customers think of the brand under various purchase or consumption situations

- To what extent is the brand top-of-mind and easily recalled, or recognized?
  - Unprompted vs prompted awareness
- Do customers understand the product or service category in which the brand competes?
- Influences the consideration set





Compared to other brands in the category, how well does this brand provide the basic functions of the furniture & decoration category?

How well does this brand satisfy the basic needs of the product category?

What kind of pricing does it use?

How reliable is this brand?

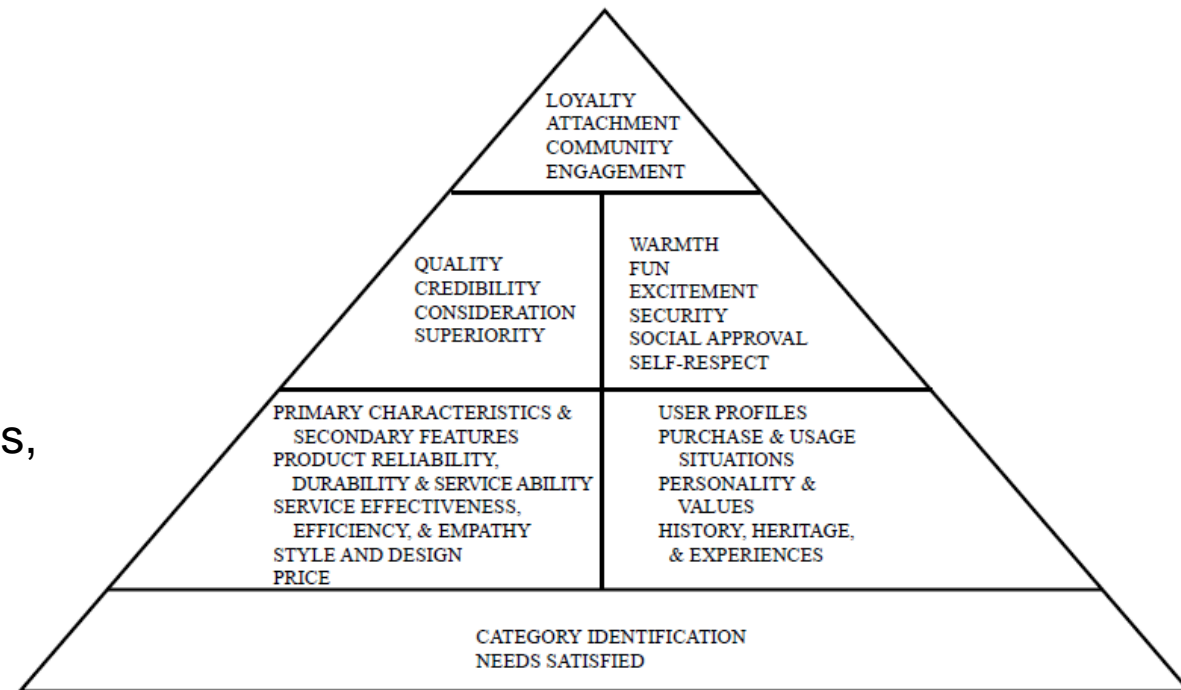
How durable is this brand?

How easily serviced is this brand?

# The Keller model: Performance

**Performance:** what the brand does to meet customers' more functional needs.

- Inherent product characteristics benefits:
  - Reliability
  - Durability
  - Service effectiveness, service empathy
  - Aesthetics: Style, design (size, shape, materials, colors)
  - Price (price tier, volatility, discounts)





If IKEA were a person,  
what kind of person would  
they be?  
What kind of personality  
would they have? What  
job would this person  
have?

What kind of person uses  
this brand?

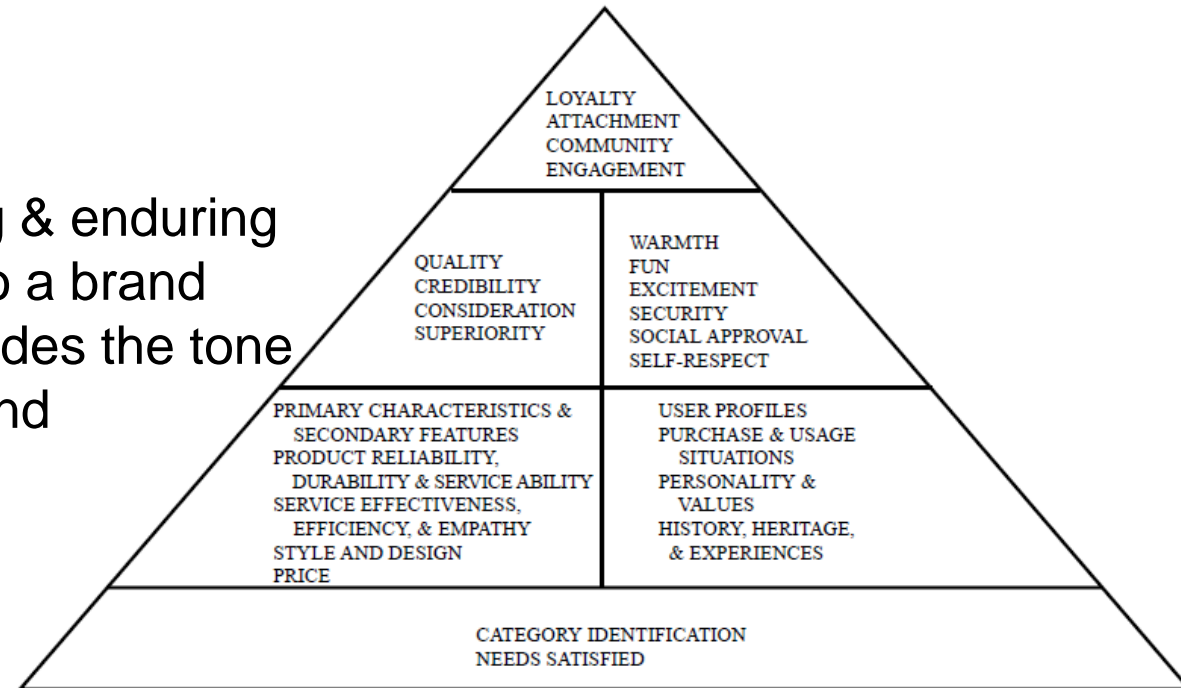
How much do you  
like the people who  
use this brand?

To what extent does  
thinking about the  
brand bring up  
pleasant memories?

For which situations  
would you go to  
IKEA?

# The Keller model: Imagery

- How people think about a brand abstractly rather than what they think the brand actually physically does: Psychological & Social (as opposed to functional) needs
- Four important intangible dimensions are:
  - Brand personality
    - Personification of a brand: differentiating & enduring set of human characteristics attributed to a brand
    - Is at the heart of brand strategy, as it guides the tone of voice and style through which the brand communicates
  - History & heritage
  - Experiences
  - Type of user
    - The type of person that uses the brand



# The Keller model: Imagery – type of user



PORSCHE



*"Hopefully I will see a competent-looking driver, but I know I'll see a soccer mom like I see in every [Hummer] H2 around here."*

*"I heard a rumor that Porsche was devoting their entire racing budget to the 'Cayenne Challenge,' an event that pits homemakers from different nations against each other in a challenging obstacle course. ...Events include: 1000 metre grocery dash."*

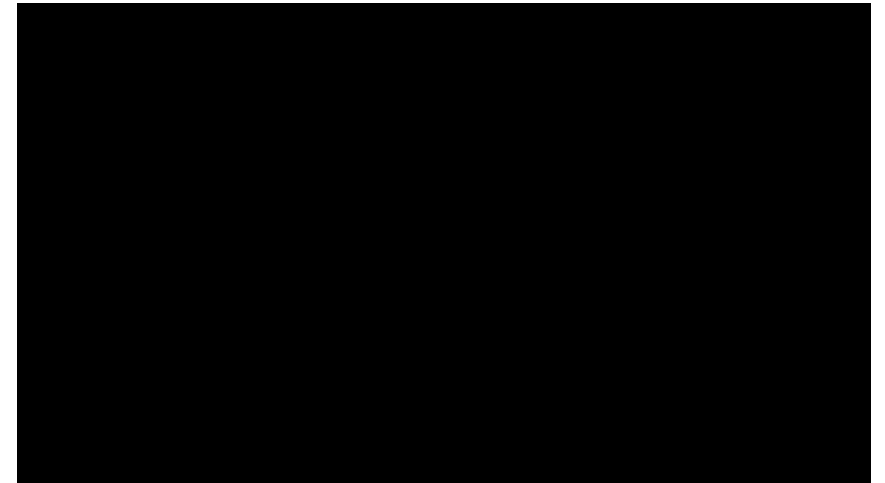
*"So much for the Porsche Mystique."*



<https://www.forbes.com>

# The Keller model: Imagery – Brand Personality

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<https://www.youtube.com/watch?v=0eEG5LVXdKo>

# Brand Personality Dimensions



TESLA



Sincerity

Excitement

Competence

Sophistication

Ruggedness

**Down to Earth**, family-oriented, small town  
**Honest**, real,  
**Wholesome**, original,  
**Cheerful**, friendly, sentimental

**Daring**, trendy, exciting  
**Spirited**, cool, young  
**Imaginative**, unique  
**Contemporary**, up-to-date, independent

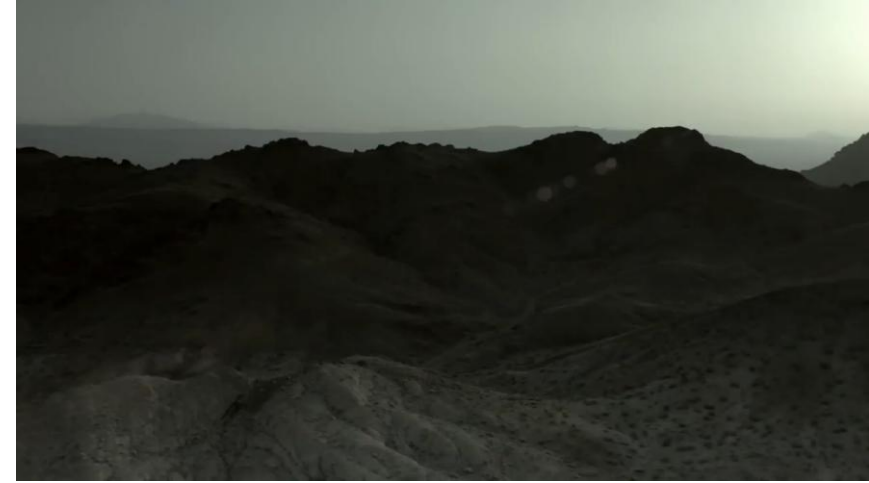
**Reliable**, hard working, secure  
**Intelligent**, technical, corporate  
**Successful**, leader, confident

**Class**: upper-class, good-looking, glamorous  
**Charm**: feminine, smooth

**Masculinity**: outdoorsy, masculine, western  
**Toughness**: tough, rugged

# The Keller model: Imagery – Brand Personality

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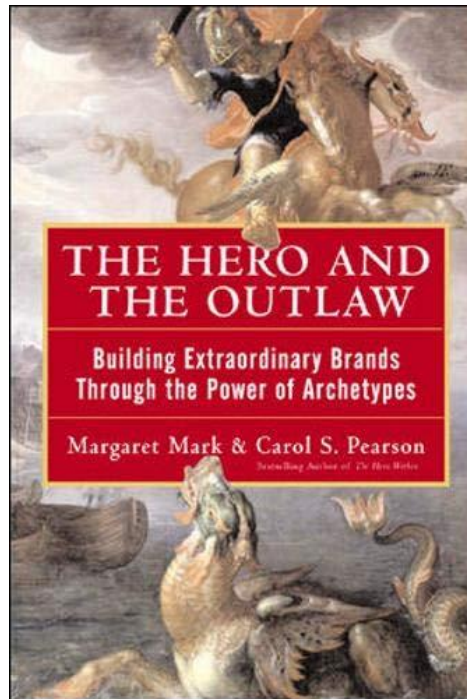


# Brand Personality: Archetypes

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Archetypes: images and thoughts that have universal meaning across cultures and may show up in dreams, literature, art or religion.



We immediately connect to these, as they stem from our '**collective sub-conscious**'

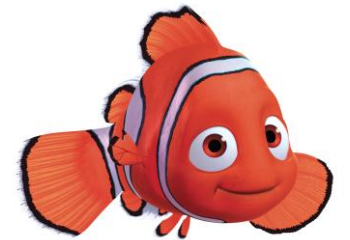
Carl Jung identified several key archetypes. "The hero & outlaw" brought this in the realm of branding

Archetypes are 'the heartbeat of a brand' because they **convey a meaning that makes customers relate** to a product as if it actually were alive in some way, they have a relationship with it and care about it."

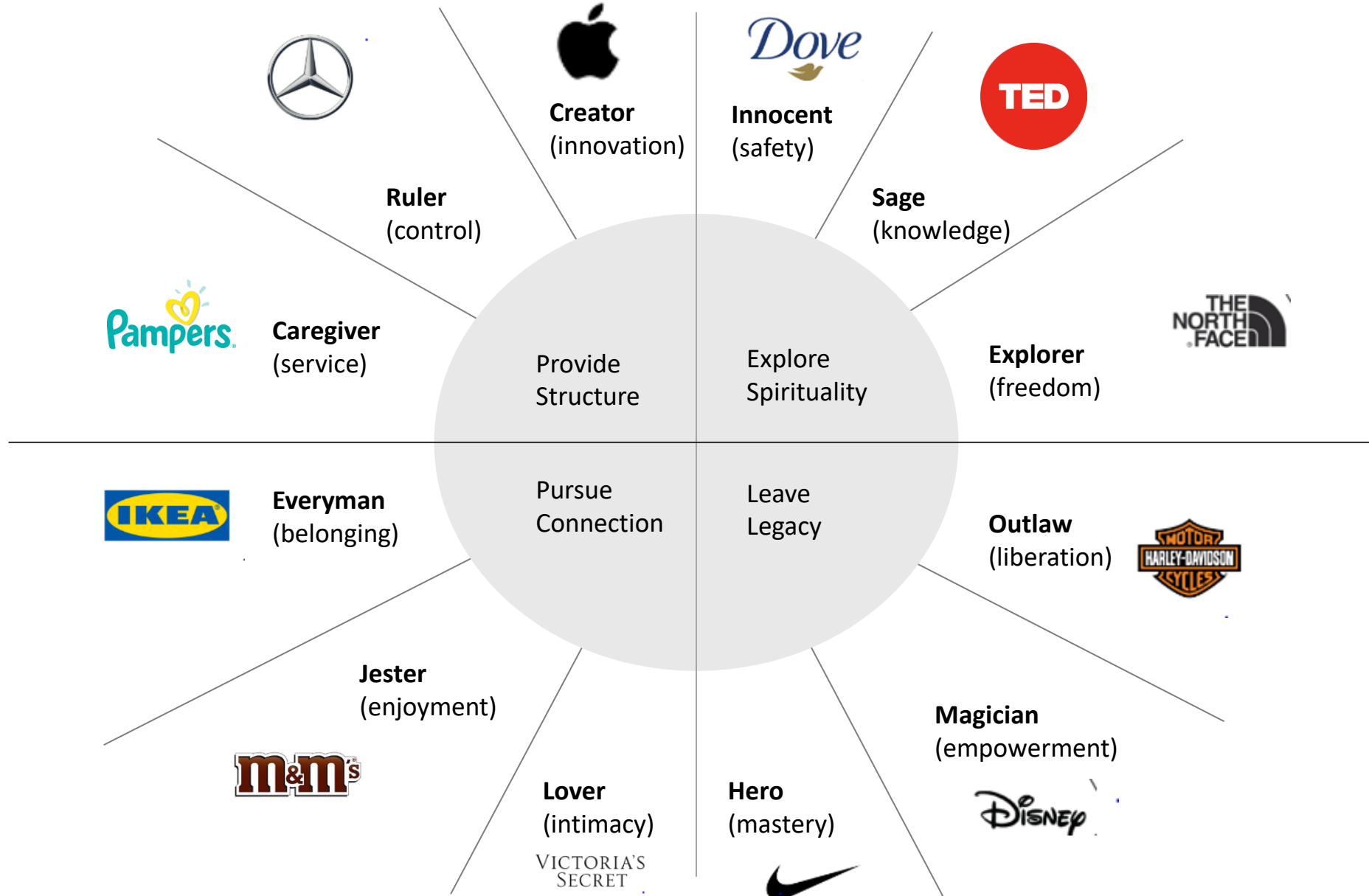
Brands with "tightly defined" archetype identities increased their value by 97% more over six years than "confused brands" or brands with characteristics from many different archetypes.

# Brand Personality: Archetypes

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# Brand Personality: Archetypes



# Brand Personality: Connecting Archetypes & Aaker's personality framework

Archetype	Archetype Manifestation	Personality Trait	Brand Personality Dimension
Ruler	Stability	Reliable Tough Upper Class	Competence Ruggedness Sophistication
Creator	Stability Independence	Imaginative Unique Upper Class	Excitement Excitement Sophistication
Caregiver	Stability Belonging	Embraced Welcoming Genuine	Sincerity Sincerity Sincerity
Jester	Belonging Mastery	Genuine Charming Imaginative	Sincerity Sophistication Excitement
Lover	Belonging Stability	Welcoming Charming Embraced	Sincerity Sophistication Sincerity
Regular Guy	Belonging	Welcoming Reliable Genuine	Sincerity Competence Sincerity
Outlaw	Mastery Independence	Adventure Tough Charming	Excitement Ruggedness Sophistication
Magician	Mastery Belonging	Embraced Reliable Imaginative	Sincerity Competence Excitement
Hero	Mastery	Adventure Genuine Tough	Excitement Sincerity Ruggedness
Sage	Independence Stability	Unique Reliable Imaginative	Excitement Competence Excitement
Explorer	Independence	Adventure Unique Tough	Excitement Excitement Ruggedness
Innocent	Independence Mastery	Genuine Unique Reliable	Sincerity Excitement Competence



What is your overall opinion about the quality of this brand?

Does this brand offer good value?

How innovative are the makers of this brand?

To what extent to does this brand understand your needs?

How much do you admire this brand?

How superior is this brand to others in the category?



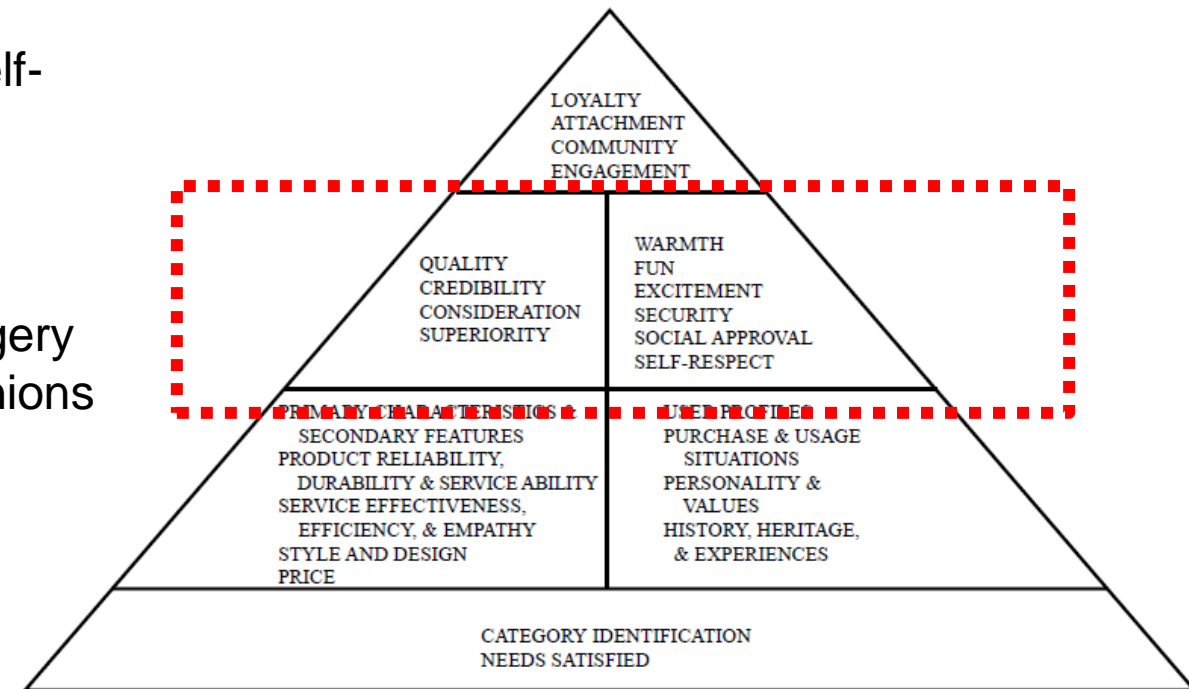
How does this brand make you feel?

Does this brand give you a feeling of excitement?

Does this brand give you a feeling of social approval?

# The Keller model: Judgements & Feelings

- **Feelings:** Consumers' emotional responses and reactions to the brand
  - Can be mild or intense; positive or negative
  - Feelings of warmth/ fun/ excitement/ security/ self-respect
- **Judgments:** Consumers' overall brand evaluations
  - How consumers combine performance and imagery associations to form different kinds of brand opinions
  - Quality, satisfaction, credibility, consideration, superiority
- To what extent do the makers of this brand
  - understand your needs
  - care about your opinions
  - have your interests in mind





To what extent do you consider yourself loyal to this brand?

What would you do if this brand was not available in your area?

To extent do you love this brand? Is this brand special to you?

Do you identify/feel a connection with other people who use this brand?

Do you like to talk about this brand with others?

Do you like to visit the brand's website?

# The Keller model: Resonance

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Brand loyalty is a measure of a **consumer's attachment to a specific brand**

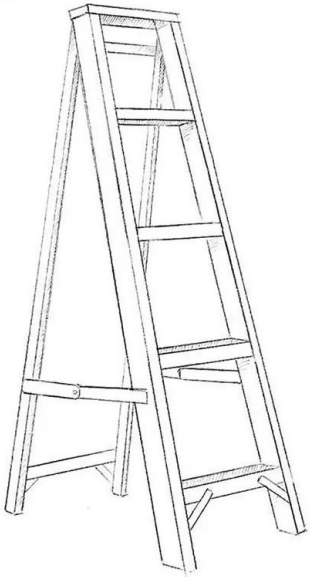
- Committed consumers guarantee future income streams as well as facilitating brand extensions by transferring any positive associations to new brands.

The extent to which customers feel that they are “in synch” with the brand

- Intensity or depth of the psychological bond that customers have with the brand or others
- Level of activity engendered by this loyalty
- Repeat purchase rates
- The extent to which consumers seek out brand information, events, or other loyal customers

- I consider myself loyal to this brand
- I feel this is the only brand of this product that I need
- I love this brand
- I identify with the people who use this brand
- I feel a connection with the people who use this brand
- I am always interested in learning more about this brand
- I am proud to have others know that I use this brand

# The Keller model: Resonance – 4 levels



## Behavioral Loyalty

Customers' repeat purchases and the amount or share of category volume attributed to the brand

## Attitudinal Attachment

When customers view the brand as being something special in a broader context



## Sense of Community

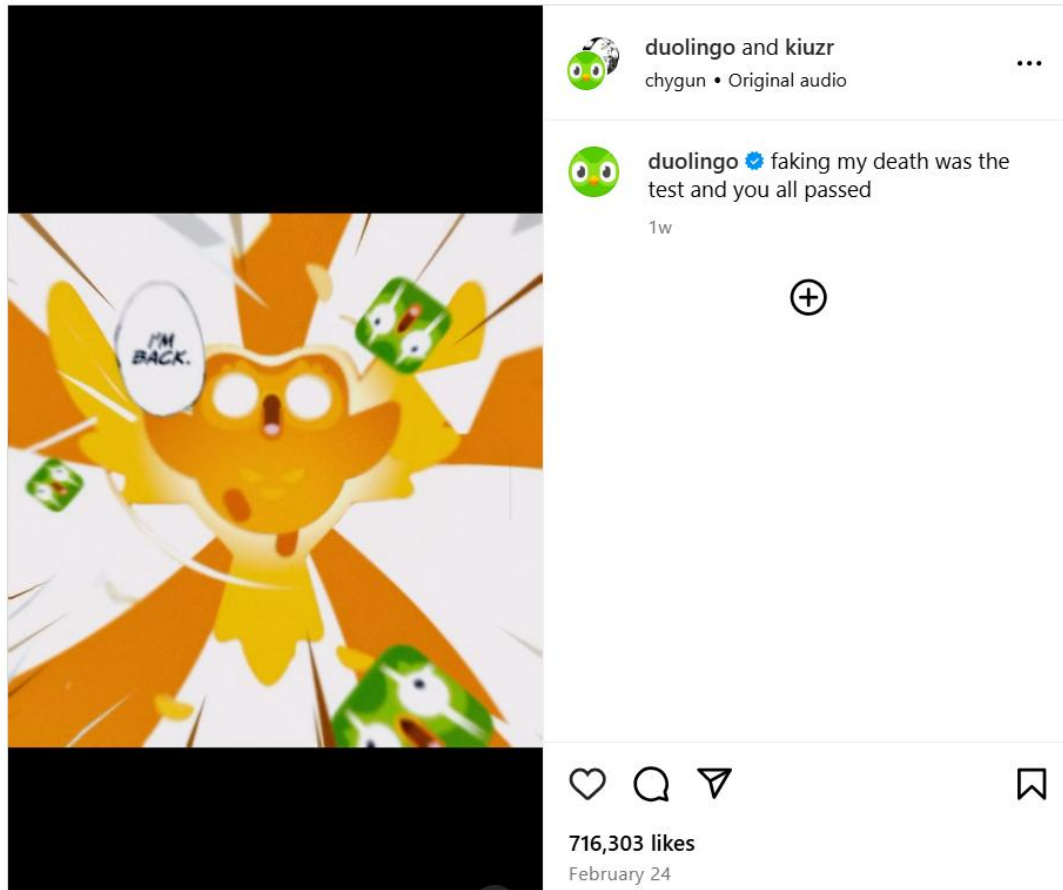
When customers feel a kinship or affiliation with other people associated with the brand.

## Active Engagement

When customers are willing to invest personal resources on the brand – time, energy, money, etc. – beyond those resources expended during purchase or consumption of the brand



# The Keller model: Resonance – 4 levels



In an [Instagram video](#) released on Monday, the language learning app quickly recapped the owl's death before the bright green bird is seen bursting from flames with a comic book-style text bubble that reads, "I'm back."

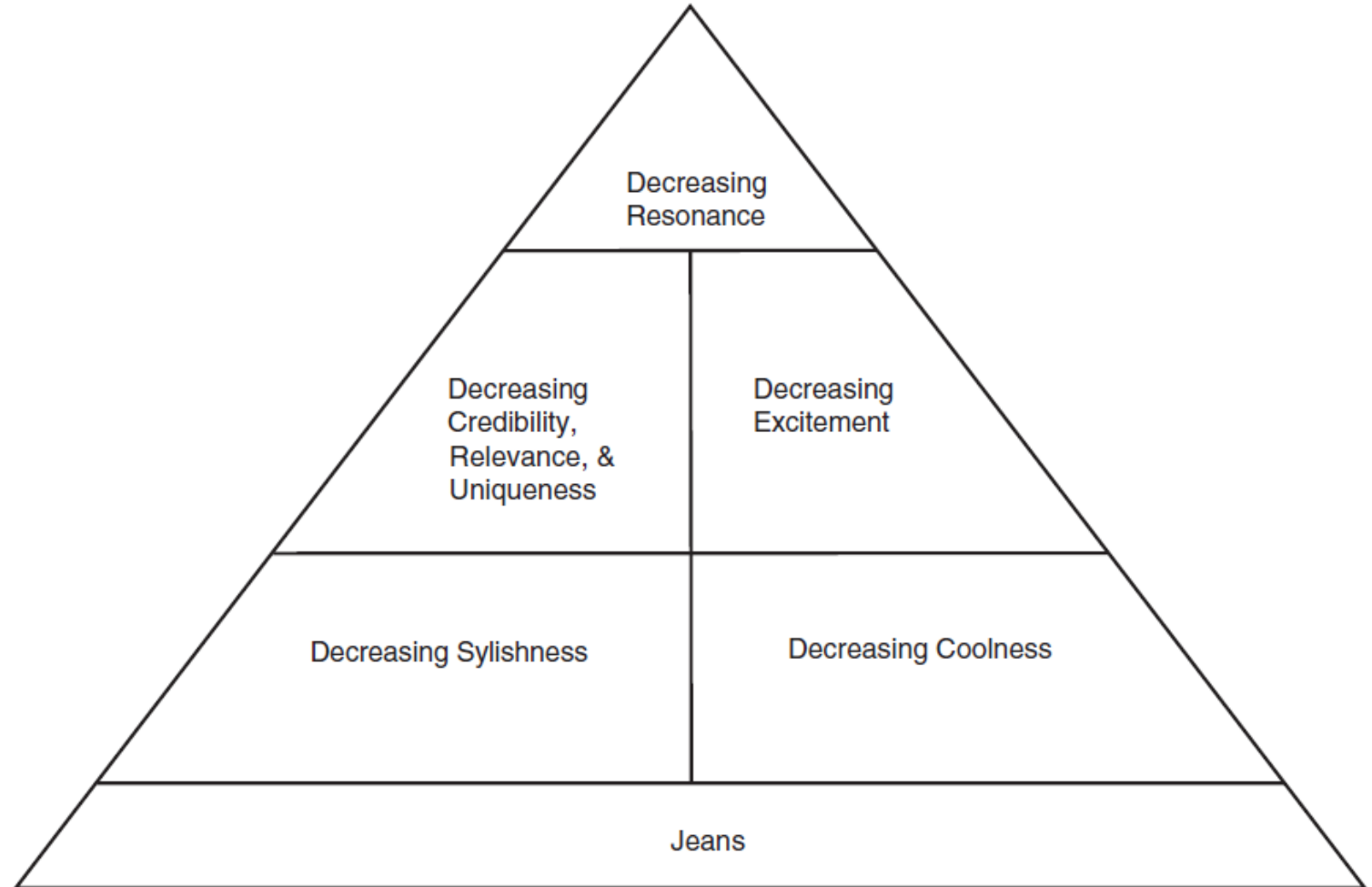
"Faking my death was the test," Duo wrote in the caption, "and you all passed."

The quick-paced video shows the completion of several in-app challenges, implying that users' increased activity on the app may have brought the beloved mascot back to life.

In fact, the stunt was part of a global campaign in which the app pawned different countries against one another to see which could earn the most XP (experience points) to save Duo. As of Monday, the top three performing countries were the United States, Germany and Brazil, according to the [Bring Back Duolingo website](#).

# CBBE – Levi's example

Figure 4. CBBE Pyramid Diagnosis for Levi's (Selected Key Dimensions)



# Agenda

Topic 1. Keller's CBBE Model & Brand Exploratory

Topic 2. Brand exploratory in action: Marketing Research Plan



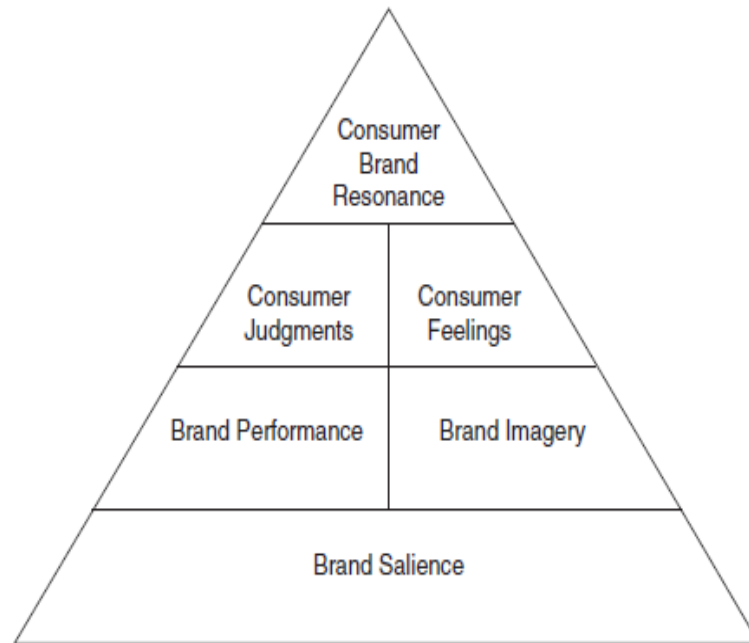
# Brand Equity & the Brand Audit

BRAND MANAGEMENT

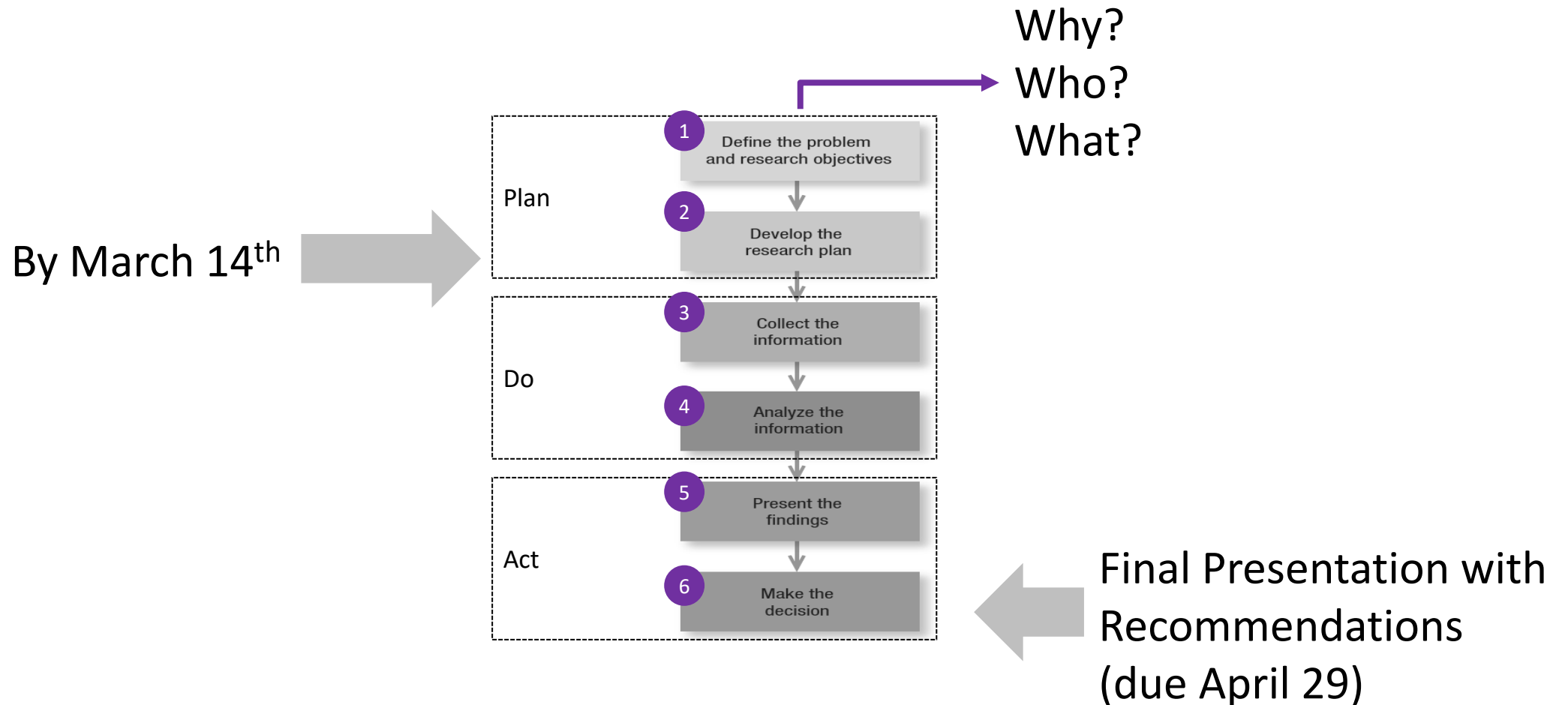
PERCEPTIONS



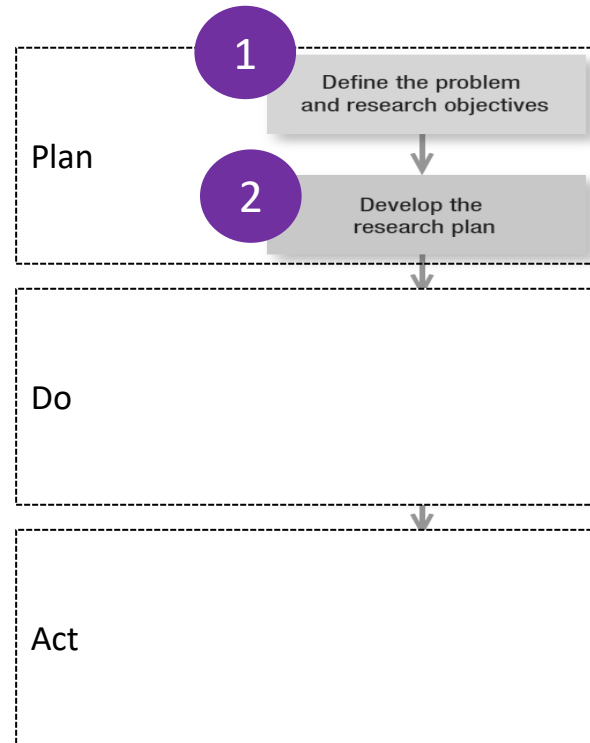
Part B:  
Exploratory



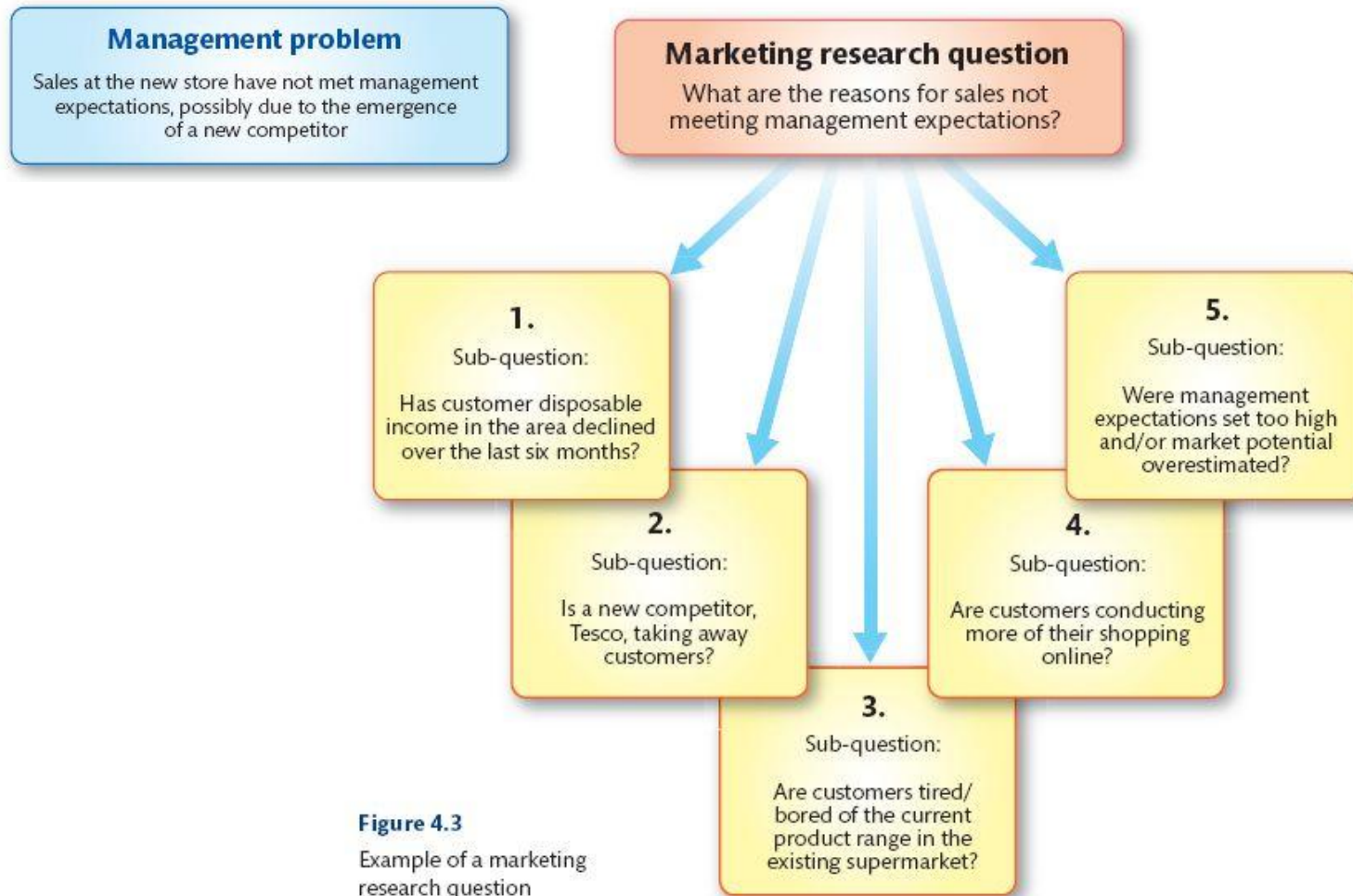
# The marketing research process



# The marketing research process



# Planning marketing research: Define the Problem



For Brand Audit, example:

## Problem

The brand is losing relevance in the market

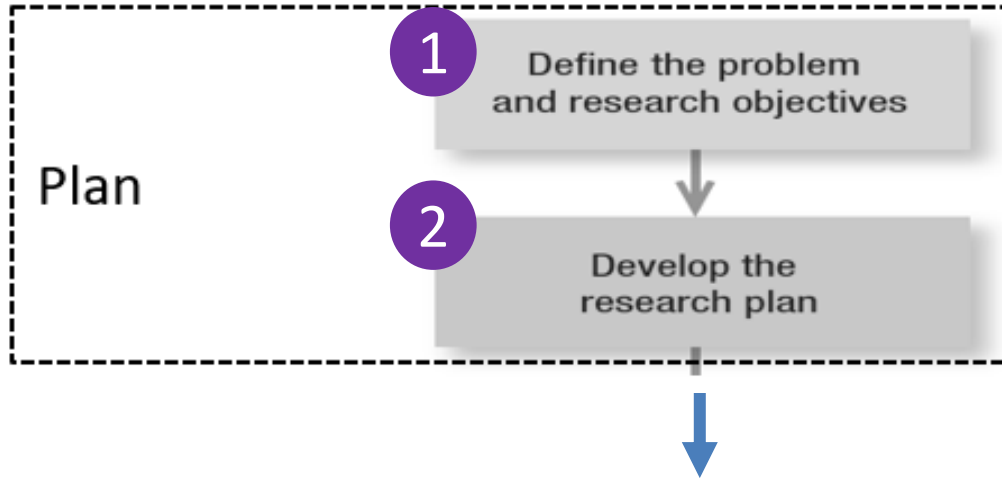
## Research Question

What is the current equity of the brand?

## Research sub-questions

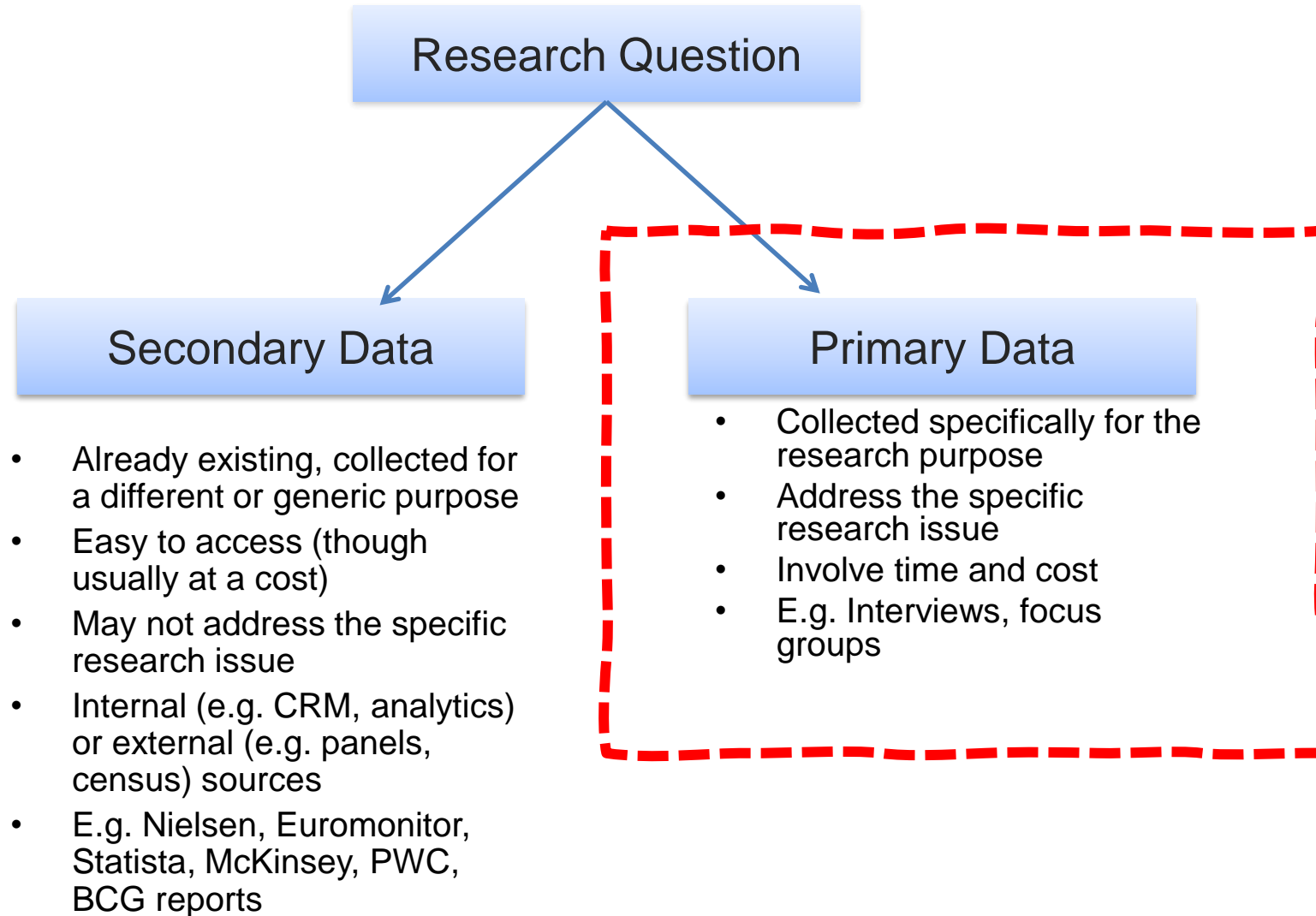
- What are consumers' habits and needs in the category?
- What are consumers' current perceptions of competing brands?
- How can the brand differentiate itself?

# Planning marketing research

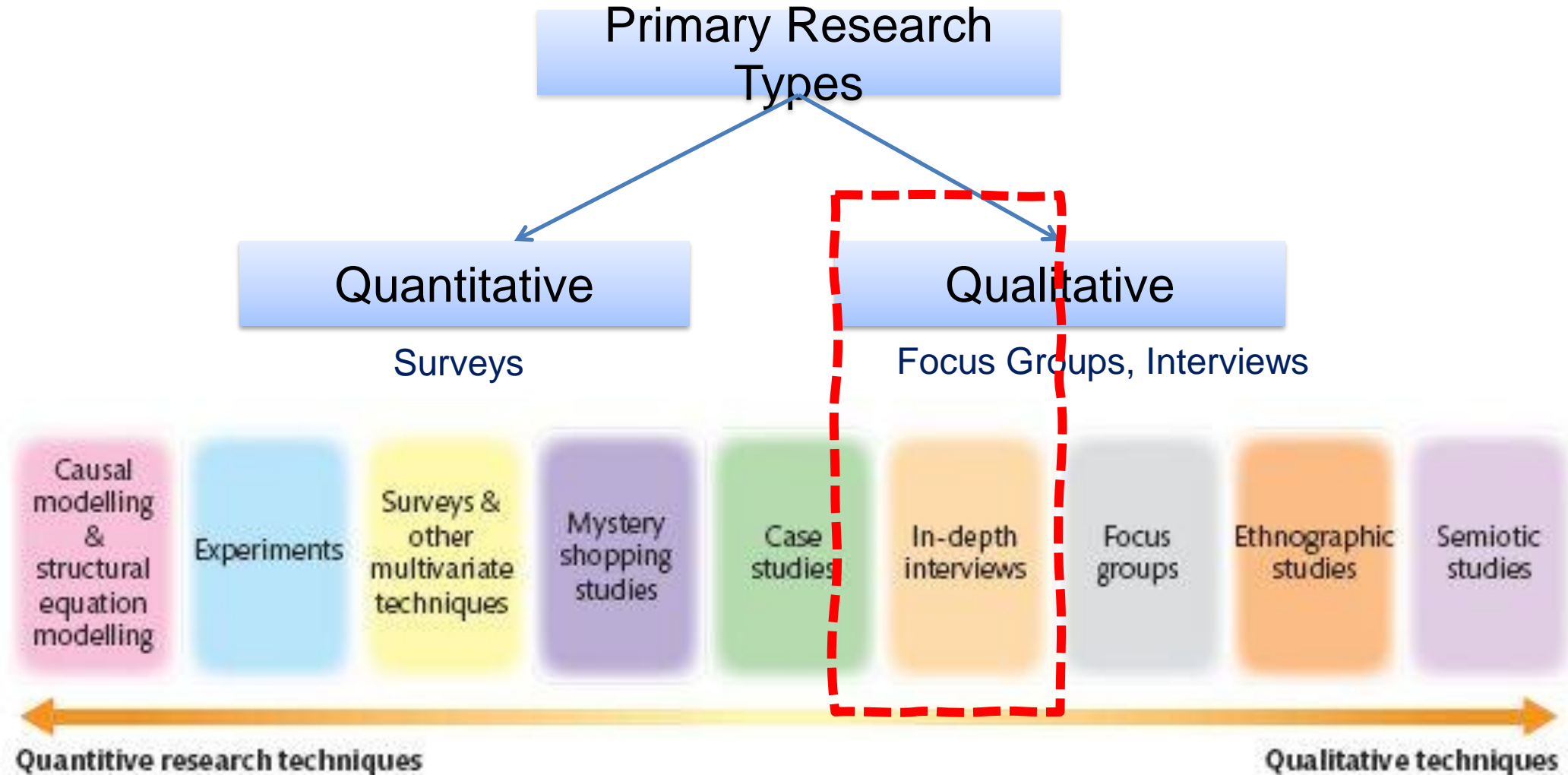


- Data sources
- Research approaches / methods
- Sampling plan

# Research Plan: Data sources



# Research Plan: Approaches (Methods)



# Interviews

- Conducted on a 1:1 basis to gain a deep understanding of individuals
- Uncover underlying motivations, beliefs, attitudes, feelings...
- Enable deeper insight, associating responses to respondent
- Challenging to analyse and interpret data objectively
- Recorded
- Follows a discussion guide to ensure consistency, but can diverge
- Time consuming, but easier to set up
- Risks related to biased moderator

# Research Approaches: Types of Primary Data

## QUANTITATIVE RESEARCH

- Answers to  
YES/ NO  
HOW MANY / MUCH  
WHERE  
WHEN  
HOW OFTEN
- Provides statistical information (%, #)
- **Research instrument:** structured questionnaire with closed-ended questions mainly
- **Sampling:** sample size to ensure statistical validity, randomly generated population sample

## QUALITATIVE RESEARCH

- Answers to  
WHAT  
WHY  
HOW
- Provides details, **not** statistical information
- **Research instrument:** Discussion guide & open ended, in-depth questions
- **Sampling:** group homogeneity, but not statistical significance

# Research Approaches: Types of Primary Data

## QUANTITATIVE RESEARCH

- **Types of questions:**
  - Yes / no
  - How much / many
  - To what extent....
- Answers fit in exact boxes
- E.g.
  - Do you own any pets  
(Yes / No)
  - How many pets do you own  
(1, 2, 3-5, 5+)
  - What types of pets do you have  
(Please select: Cat, Dog, Bird, Turtle,  
Other/Please specify)
  - How strongly do you Agree/Disagree with  
the following statements about your pet  
(I love my pet, I feed my pet 3 times a  
day..)

## QUALITATIVE RESEARCH

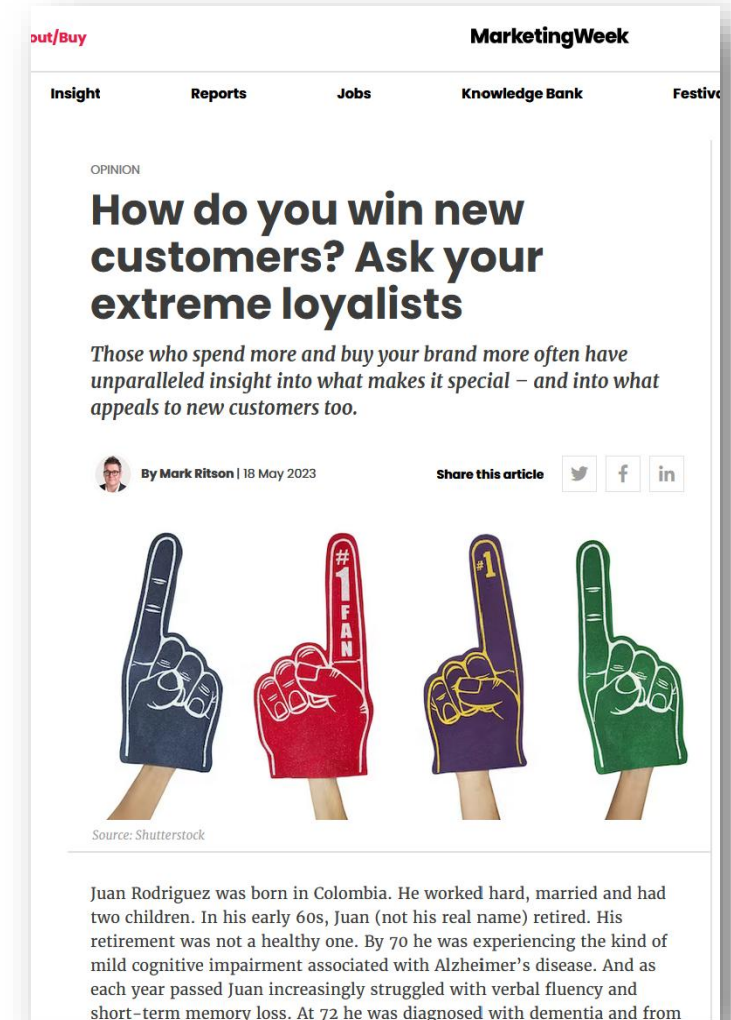
- **Types of questions:**
  - Please describe a time....
  - How did this make you feel..?
  - Why would you say this?
- Responses do not fit in boxes (i.e can diverge)
- E.g.
  - Please describe a time when your pet  
misbehaved. How did it make you feel?  
How did you react?
  - How did you decide to adopt your second  
pet?

# Sampling plan - considerations

## Sample

A group of people taking part in a market research project, selected to be representative of the target market overall

- **Sampling unit:** who to survey
  - Different sample composition depending on the issue. E.g.
    - Users vs. non-users
    - Light vs heavy users vs lapsed users
    - Novice vs Experts
    - Men vs women
    - Older consumers vs Younger
  - Filters or Screening questions: ensure that sample includes the relevant population (E.g. Gender, Age, Income, Product usage / knowledge, Nationality)
- **Sample size:** how many people should participate in the research?
  - Surveys: Minimum 100
  - Interviews: min. 20 individuals



# Sampling plan – sampling screener

What participants were we looking for this study?

## BEHAVIORAL

- In the past 4 weeks, which of the following have you purchased?
- In the past 4 weeks, how many times have you **purchased** the following drinks?  
(ASK ONLY FOR THOSE THEY ANSWERED IN Q.4)

	Purchased Past 4 Weeks?	# Times Past 4 Weeks				
		1	2	3	4	5+
Bottled Water	<input type="radio"/> No <input type="radio"/> Yes →					
Bottled Flavored Water	<input type="radio"/> No <input type="radio"/> Yes →					
Bottled Ice Tea	<input type="radio"/> No <input type="radio"/> Yes →					
Bottled Flavored Ice Tea	<input type="radio"/> No <input type="radio"/> Yes →					
Bottled Lemonade	<input type="radio"/> No <input type="radio"/> Yes →					
Bottled Juice	<input type="radio"/> No <input type="radio"/> Yes →					

(IF THEY HAVE PURCHASED 2 OR MORE **DIFFERENT TYPES OF BEVERAGES**, RECRUIT A GOOD MIX)-(IF 0 or 1 **TERMINATE**)

- Now, I'd like to read you **two** statements. For each one, please tell me if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree.  
(READ STATEMENTS AND REPEAT SCALE AS NEEDED)

## PSYCHOGRAPHIC

	1	2	3	4	5
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<b>A</b> I am concerned about bacteria and germs in the food I eat and beverages I drink					
<b>B</b> When choosing a product, I always try to consider the manufacturer's environmental track record and practices in my decision					

- QUOTA 1 : MUST ANSWER A (1 OR 2) AND B (1,2 OR 3) ONLY**

Heavy or light user?

Concerned about germs and bacteria in beverages, or not?

Who will you  
interview for your  
project?  
Why?  
Which screening  
criteria will you  
use?

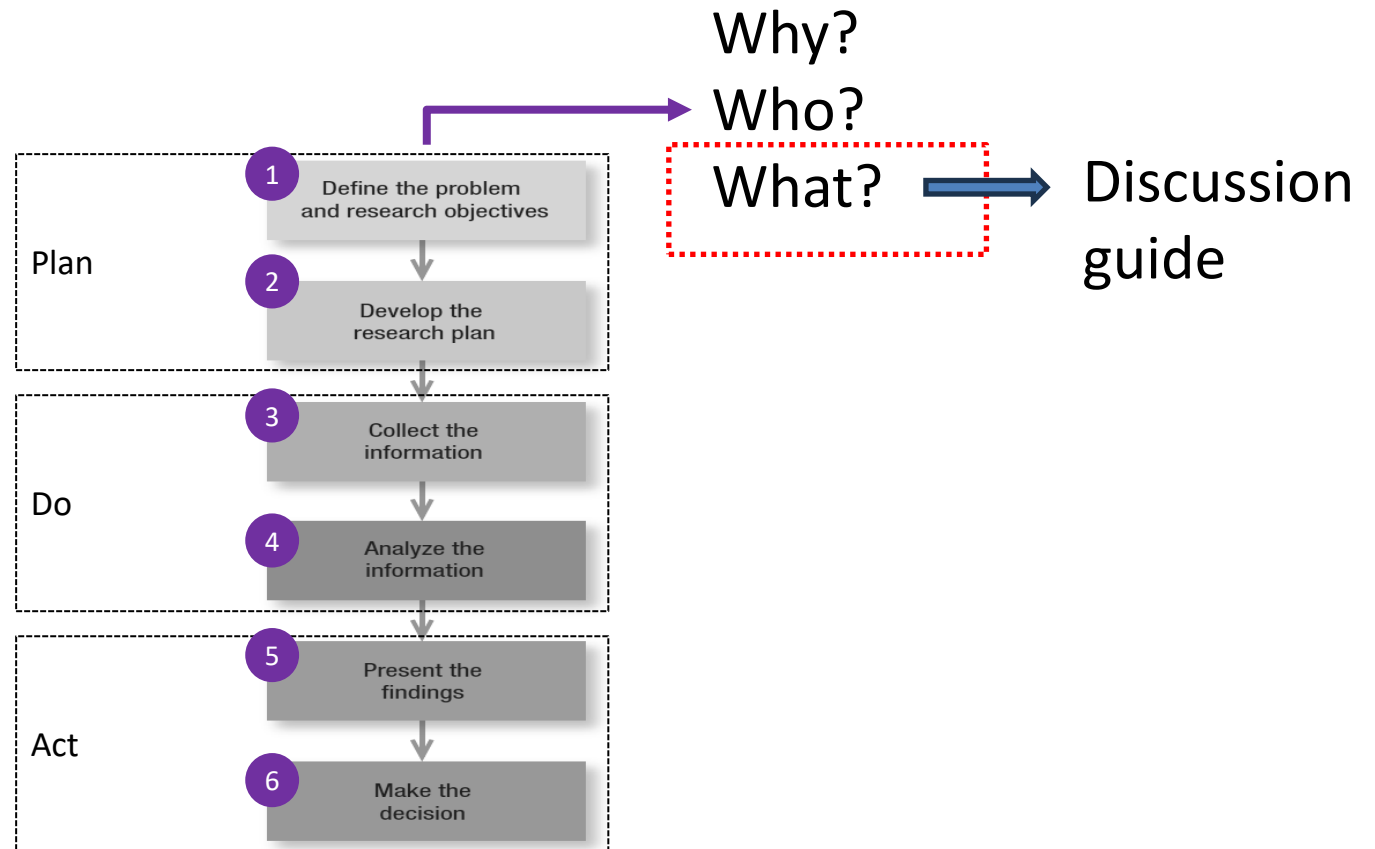
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# The marketing research process



# Research instrument development: Discussion guide

- **Step 1: Start with the overall structure: Main sections/themes you'd like to explore (follow template on Moodle)**
  - E.g. Salience, Performance, Imagery, Judgement, etc, or Category, Awareness, Associations, or any other way that you find useful based on your Research Objectives
- Consult the sub-dimensions of the Building Blocks to clarify what you are looking for in each theme
  - Focus on those that seem more relevant for your brand & adapt
- **Make sure you include category understanding questions and any other topic you've identified as potentially problematic for the brand**

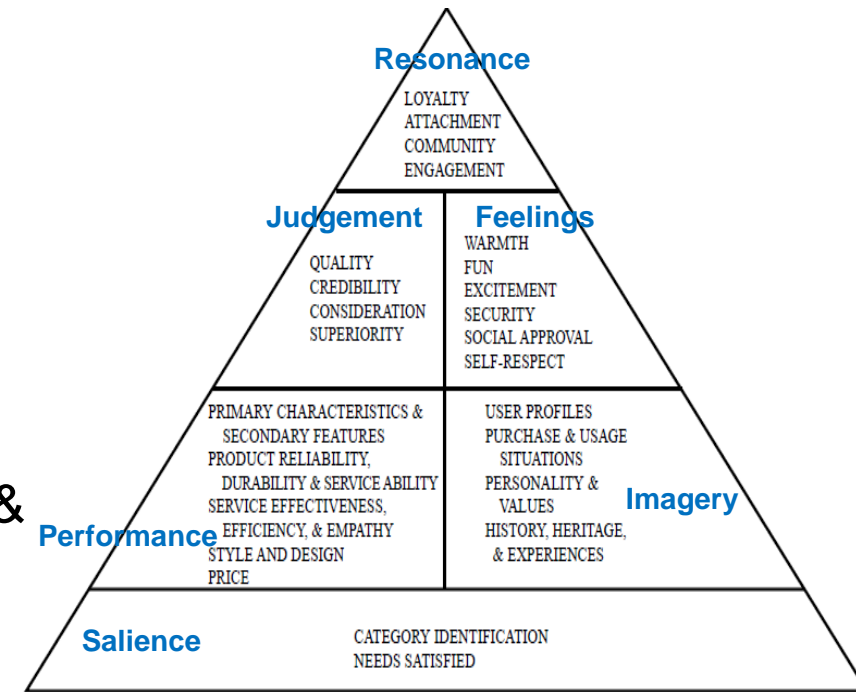


Figure 2. Sub-dimensions of brand building blocks.

# Research instrument development: Discussion guide

## Discussion Guide template

**NOTE:** The below template is an *indicative* discussion guide *structure* to ensure all the relevant topics are covered during the interviews. You will need to customize and adapt it to your own brand, based on the brand's issues you've identified in the Inventory phase and the specific Management problem you are trying to solve. **In the end, you should be able to fill out Keller's CBBE model for your brand and understand PoPs, PoDs and vulnerabilities of your brand as it relates to its competitors.**

### Introduction

- Respondent introduction, e.g. greeting, topic of discussion (describe as a discussion on the general product category, not your specific brand), name, etc.
- Explain what to expect from the process (how long it will take, confidentiality, ask permission to record).
- Explain that there are no right or wrong answers – you are only looking for the personal experience and opinion.

### Warm up

- Tell me about the last time you bought [product category] (the idea here is to get the participant in the right frame of mind to think about the category in a natural & personally relevant way)
  - What was the experience like? What did you like/dislike about it?

### Category habits & involvement

- Awareness of brands
- Purchase habits
- Decision making
- Needs – routine usage
- Shopping experience
- Information sources
- xx

Brand Equity: Perceptions of main brand & competitors (1-2)  
 (competitors can include those that participants bring up and/or those you have identified as key competitors in the Inventory stage)

### ○ Brand Equity: Salience

- xx
- xx
- xx

### ○ Brand Equity: Imagery

- xx
- xx
- xx

### ○ Brand Equity: Performance

- xx
- xx
- xx

### ○ Brand Equity: Emotions

- xx
- xx
- xx

### ○ Brand Equity: Judgement

- xx
- xx
- xx

Specialized questions (depending on any other issues you may have identified from the Inventory, and depending on who is in your sample)

- xx
- xx

### Closing

- Thank the respondent for their time and answer any questions they may have

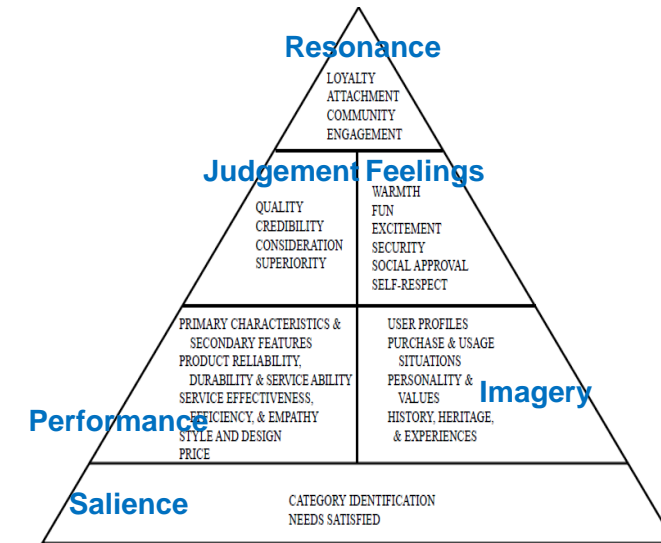


Figure 2. Sub-dimensions of brand building blocks.

# Research instrument development: Discussion guide

- Step 2: Translate the topics into specific questions that can be used in a discussion (open-ended, not quantitative)
  - Start the discussion from a general (category) point of view, and move to the specific (brand & competitors)
  - Consult the Keller reading for specific questions suggestions by building block
  - Techniques that can be used: Free associations, Projective techniques, Image/card sorts
- Try out the discussion guide to ensure logical flow & highlight missing information
- Compare to your Research Objectives to ensure you have covered everything you need

# Research instrument development: Discussion guide – question examples

## Appendix. Candidate Measures of Brand-Building Blocks

### I. Salience

What brands of product or service category can you think of? (using increasingly specific product category cues)

Have you ever heard of these brands?

Which brands might you be likely to use under the following situations?

How frequently do you think of this brand?

### II. Performance

Compared to other brands in the category, how well does this brand provide the basic functions of the product or service category?

Compared to other brands in the category, how well does this brand satisfy the basic needs of the product or service category?

To what extent does this brand have special features?

How reliable is this brand?

How durable is this brand?

How easily serviced is this brand?

# Discussion guide development:

## Category & Behavior Understanding (indicative)

### Category Attitudes

- What would you say are the following categories about? What do they do for you? What type of people would need each?
- What comes to you mind when you think of [category] products?
- How would you describe this category? Use 3 adjectives to describe it
- How important is [main function of product] for you?
- Why would someone buy [category] products? (e.g. to look good, for pampering, necessity) Is it a luxury or a necessity?
- What would the ideal [category] product be able to do for you? (if you could design the perfect product). Is there any product/brand that comes close to this ideal? Why? Why not?
- What are the main trends in this category?

### Routine Usage

- Describe the typical usage of [category] products
- Which kind of products do you use?
- Do you use a combination of products? Are they from the same brand? If you could only afford 1 product, what would it be? (most important one)
- When do you use these? (occasion)
- If you could ask an expert 2 questions to improve the way you [main category benefit] what would they be?

### Purchasing

- What are the important factors when buying a [product]? Why?
- Do you know which products are the best for you?
- Are you buying the best products for you?
- How easy is it to choose? Why? What would make it easier?

# Discussion guide development: Imagery (indicative)

The Goal is to understand the following

- User profiles
  - Personality and values
  - History, heritage, experiences
  - Purchase & Usage situations
- Examples from Keller (MSI)
    - To what extent do people you admire and respect use this brand?
    - How much do you like people who use this brand?
    - How well do the following words describe this brand?
    - How appropriate are the following situations to use this brand?
  - Other (free associations & Projective techniques)
    - What comes to mind when you think of this brand?
    - Use 3 adjectives to describe this brand
    - If this brand were a person, what would they be like?  
What type of music would they be listening to?
    - Probe: for attributes from Aaker's Personality framework

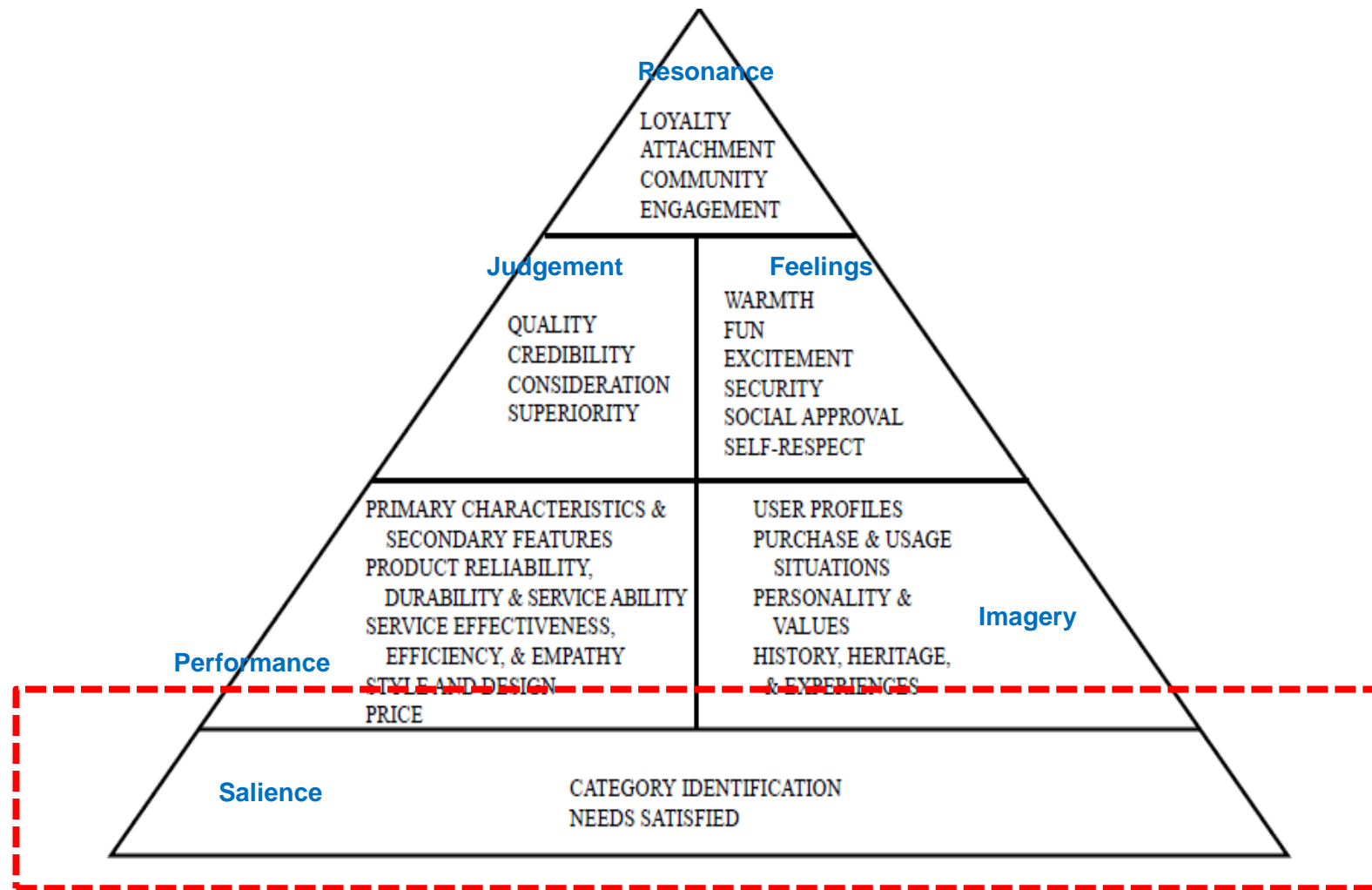



Figure 2. Sub-dimensions of brand building blocks.



What brands  
of skin care  
come to  
mind?



What brands  
might you be  
likely to use  
under these  
situations?

Looking to moisturize my face

Searching for a moisturizing shower gel

Aiming to use the latest anti-aging technology

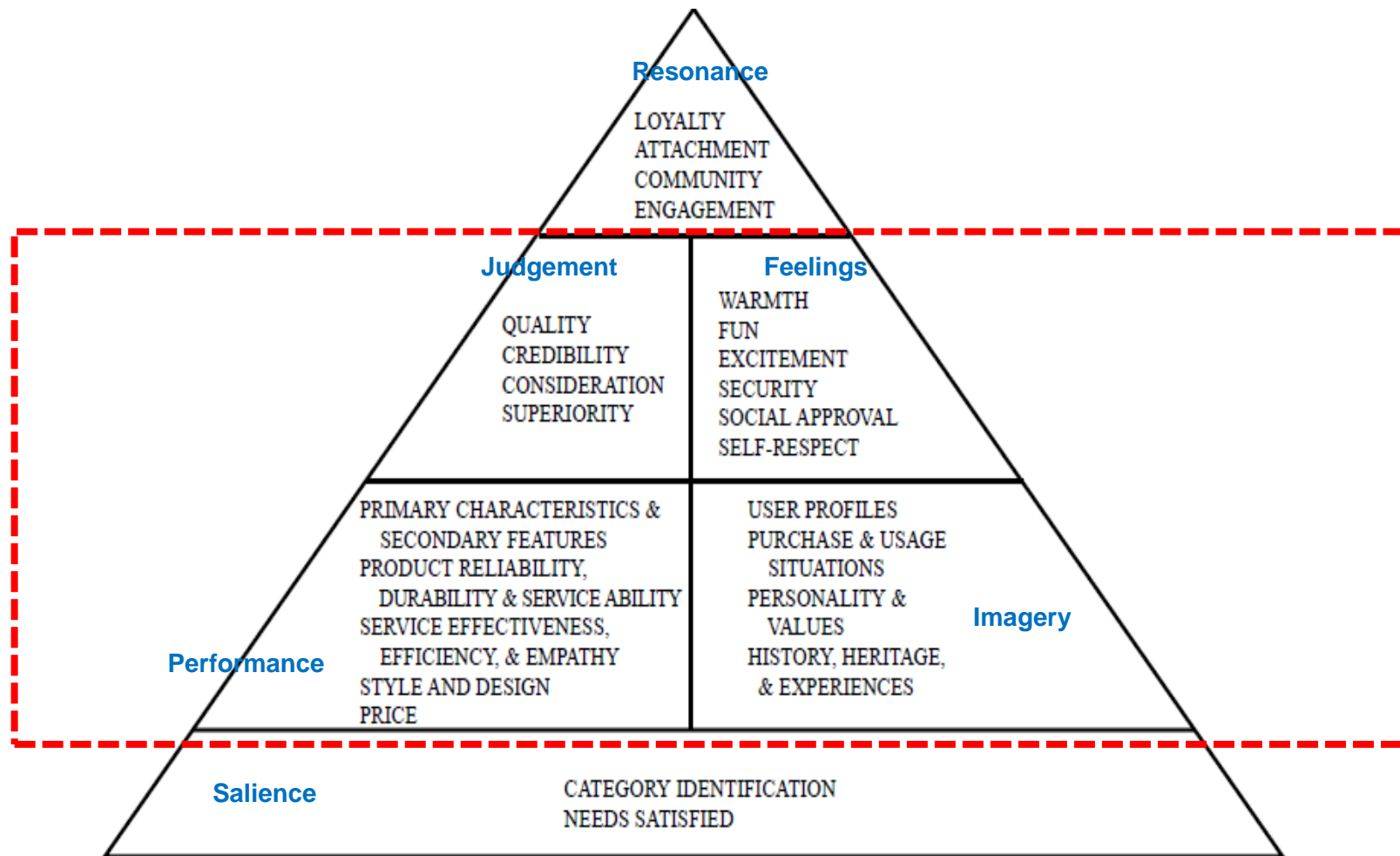



Figure 2. Sub-dimensions of brand building blocks.



What comes  
to mind when  
you think of  
IKEA?


# Qualitative Research Techniques: Free Associations

- Can also gauge relative strength, favorability, uniqueness of the associations
  - Order of elicitation (what comes to mind first will most likely be a strong association)
  - Comparing associations with those for competitors provide an indication of their relative uniqueness
- Follow up questions can also be used to probe deeper and understand the associations
  - Questions that can be used as follow-up
    - What do you like about the brand?  
What do you dislike?
    - What do you find unique about the brand? How is it different from other brands? In what ways is it the same?
    - Who uses the brand? What kind of person?
    - When and where do they use the brand? In what situations?
    - Why do people use the brand? What do they get out of using it?
    - How do they use the brand? What do they use it for?

# Qualitative Research Techniques: Projective Techniques



# Qualitative Research Techniques: Projective Techniques

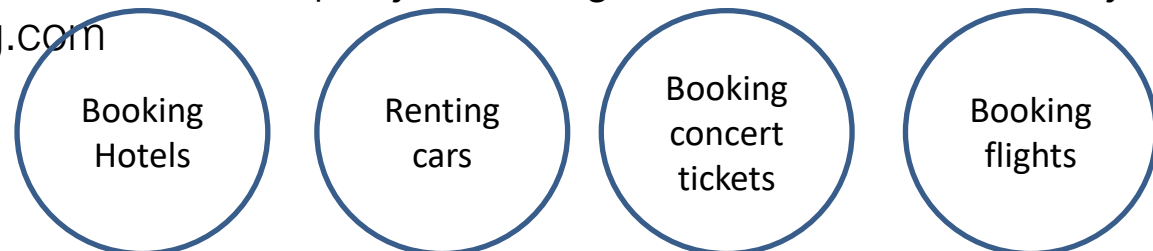


If IKEA was a  
car, what  
brand would it  
be?

If IKEA was an  
event, what  
would it be?


# Qualitative Research Techniques: Image sort


- Participants sort images (from magazines, etc, or even logos) into meaningful groups and provide a label or description for each group
- Useful for eliciting competitive sets & knowledge (Saliency), Personality traits (Imagery), Emotions (Feelings)
- Useful for the Saliency building block
  - E.g. Print logos of the extended competitive set and ask participants to
    - Group them, and label the category
    - Place them in the product category/usage occasion they think fits best
      - Useful if there is a gap between the company's offerings and the associations by consumers. E.g. Booking.com



Download the  
Discussion Guide  
template and  
start including  
the appropriate  
questions

# 15:00

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 Breaktime for PowerPoint by Flow Simulation Ltd. ☐ Show Settings

# For next time

What do you have to do?

Session / Date	Topic	Due	Required Readings
1. Feb 5	Course introduction What is a brand?	Select into groups by Feb 7 by 7pm (Moodle)	Keller: 1
2. Feb 12	Brand Equity Brand Audit (A): Inventory	Submit on Moodle: Feb 14, by 7pm: Team Brand Top 3 choices	Keller: <u>2</u> (p. 68-78), 3, 4, & 8 (p. 293-299)
3. Feb 26	Brand Platform: Positioning, Identity, Essence, Values		Keller: 9
4. Mar 5	WORKSHOP: Brand inventory & Brand Platform		Materials from session 2 & 3
5. Mar 12	Brand Audit (B): Exploratory & the CBBE model	Due: Sampling plan and discussion guide by March 14	<ul style="list-style-type: none"> <li>• Keller: Building Customer-based Brand Equity (Moodle)</li> <li>• Keller: 2 (p. 79-end)</li> <li>• Kapferer: 7</li> </ul>
6. <b>Monday</b> 17/3 MAKE UP	Brand loyalty and engagement	Case study: Taylor Swift In-class quiz	<ul style="list-style-type: none"> <li>• McKinsey Consumer Decision Journey (2009) (Moodle)</li> <li>• Ten years on the consumer decision journey: where are we today? (Moodle)</li> </ul>
	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	

