

On Building Institutional Knowledge (..not academic knowledge)

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HOW
BRANDS
BECOME
ICONS



THE PRINCIPLES
OF CULTURAL
BRANDING

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HARVARD BUSINESS SCHOOL PRESS

How do brands become cultural icons?

- Marlboro (50s, 60s)
- Coke (50s, 70s)
- Pepsi (70s)
- Volkswagen(60s, 90s)
- Nike (80s-90s)
- McDonalds (70s)
- Snapple (80s-90s)
- Mountain Dew (90s)
- ESPN (90s)
- Harley (80s-90s)
- Ben & Jerry's (80s)
- Europe:
 - Mini (60s)
 - Levi's (80s)
 - Tango (90s)
 - PUMA (00s)

Academic knowledge?

- Negligible
 - Don't study brands as socio-cultural entities
 - Don't study how brands develop longitudinally
 - Leading academics (Aaker, Keller) have convinced us that iconic brands fit within existing mindshare model--yet no theoretical argument or empirical support.
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- Douglas B. Holt "How Societies Desire Brands" in *Inside Consumption*, Eds, D. Mick and S. Ratneshwar, Routledge, 2005.

Domain: Iconic Brands

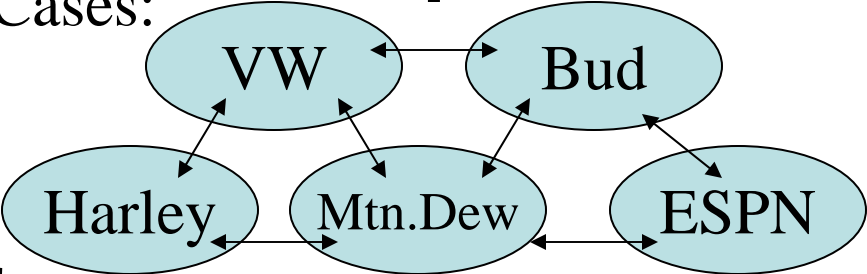
Theories of Mass Media
And Identity Construction

↓ *Deductive inferences*

Analysis: Brand Genealogies

↑ *Inductive inferences*

Cases:



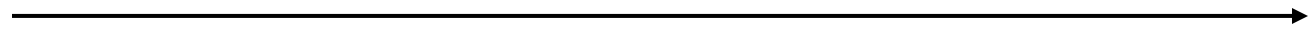
Existing Models
Mind Share
Emotional
Viral

New Model
Cultural
Branding

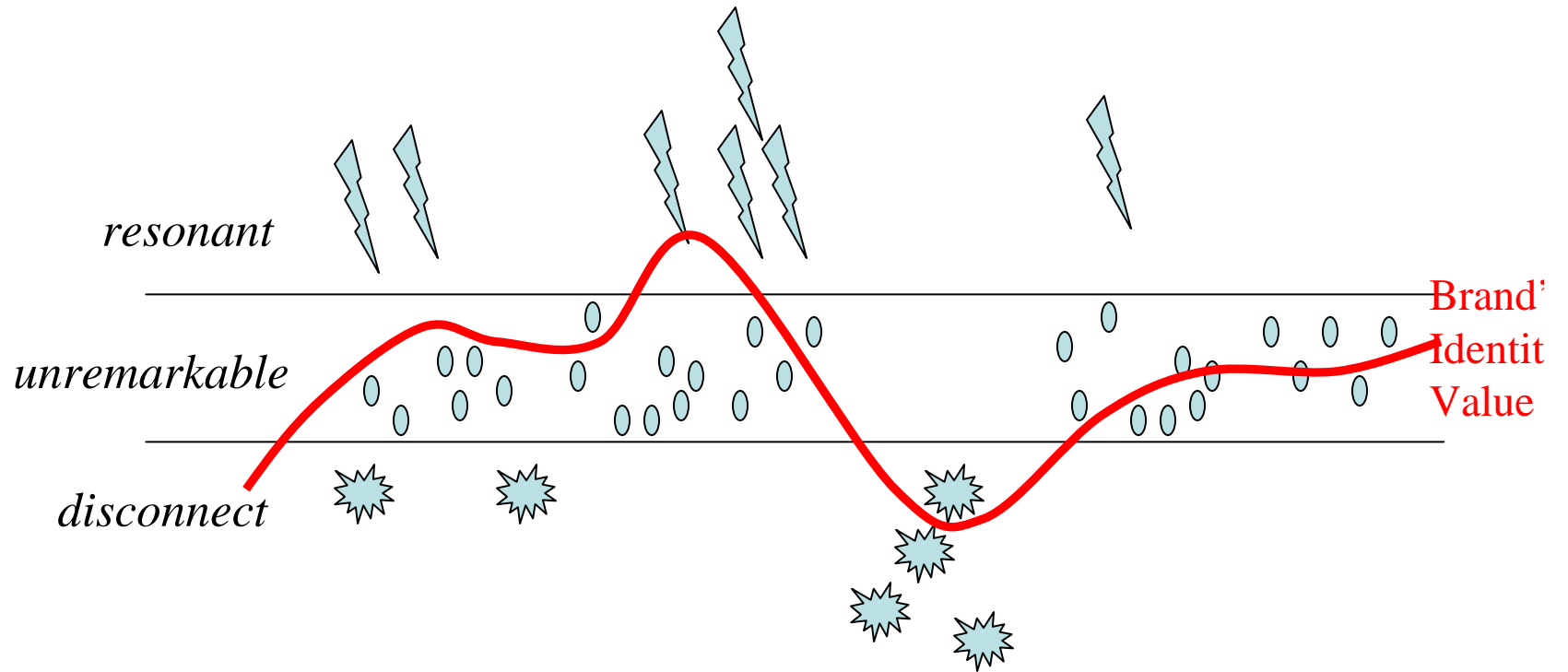
Data to be explained: Why ads resonate or disconnect?

TIME

1950s 1960s 1970s 1980s 1990s



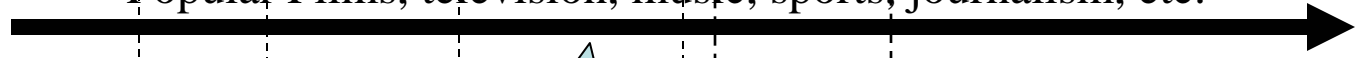
**Brand
Comm**



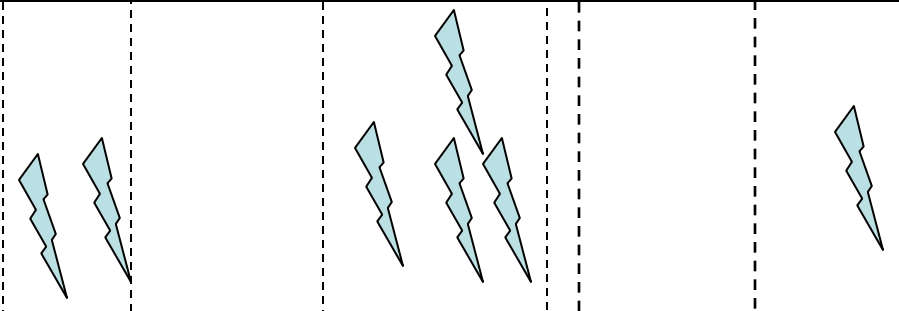
1950s 1960s 1970s 1980s 1990s

**American
Mass
Culture**

Popular Films, television, music, sports, journalism, etc.



resonant

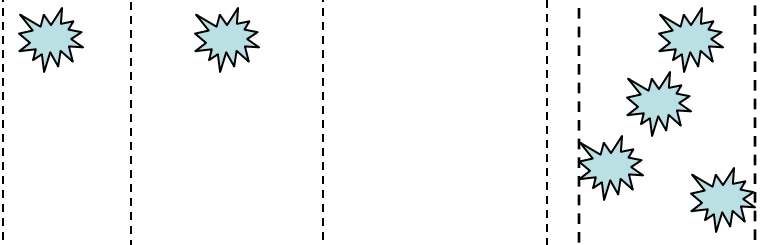


**Brand
Advertising**

unremarkable

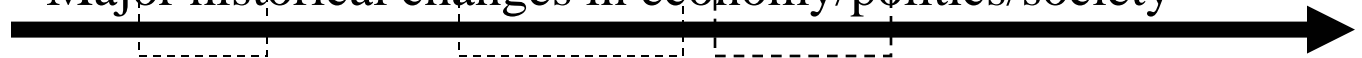


disconnect

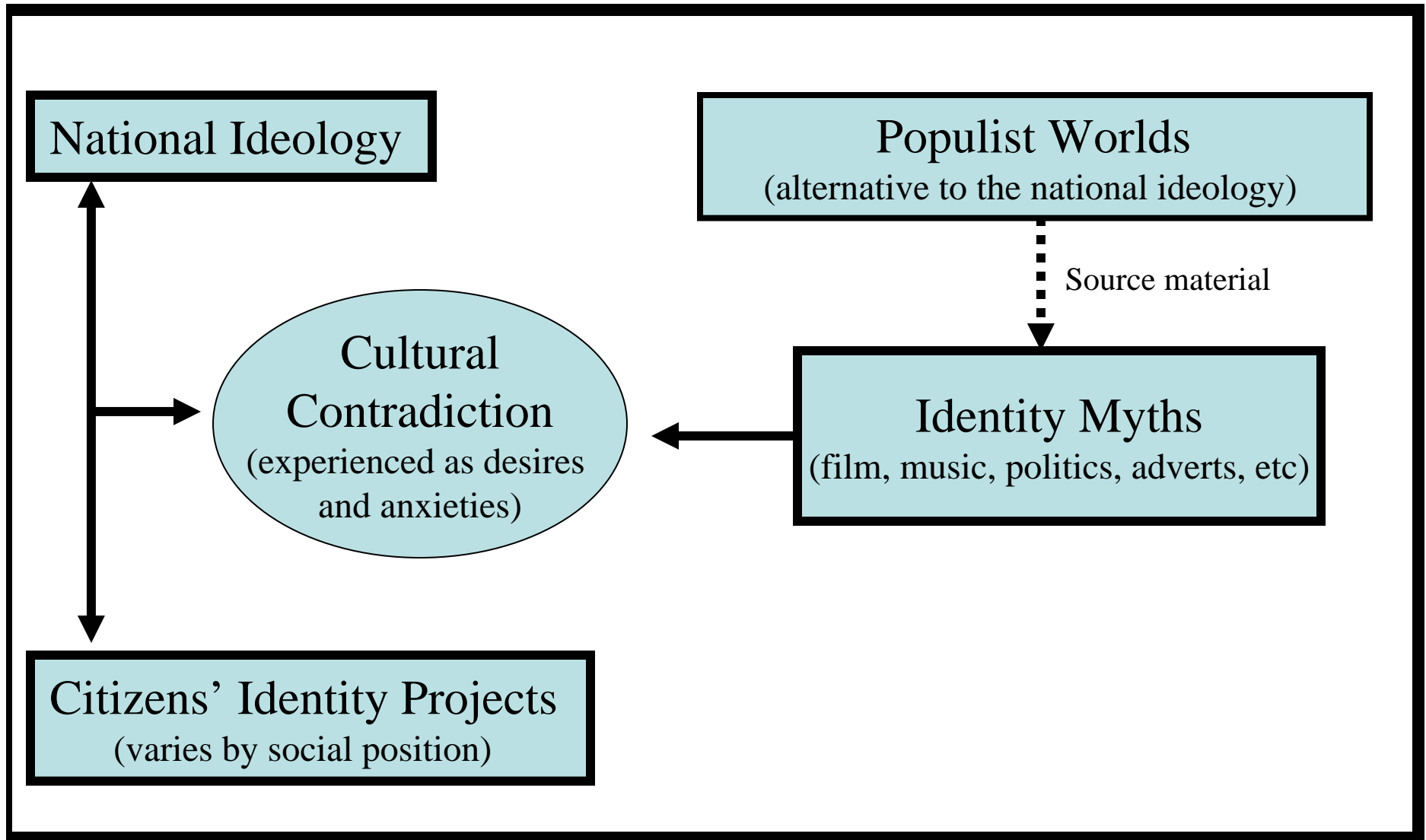


**American
Society**

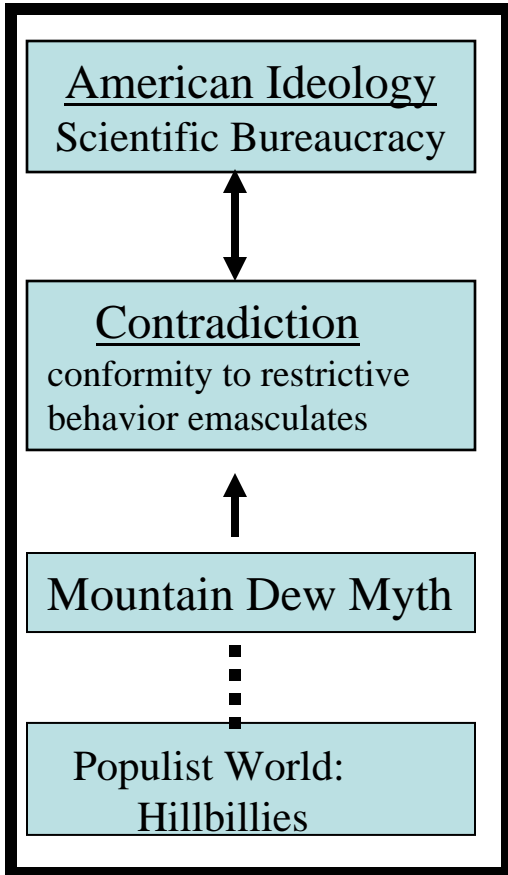
Major historical changes in economy/politics/society



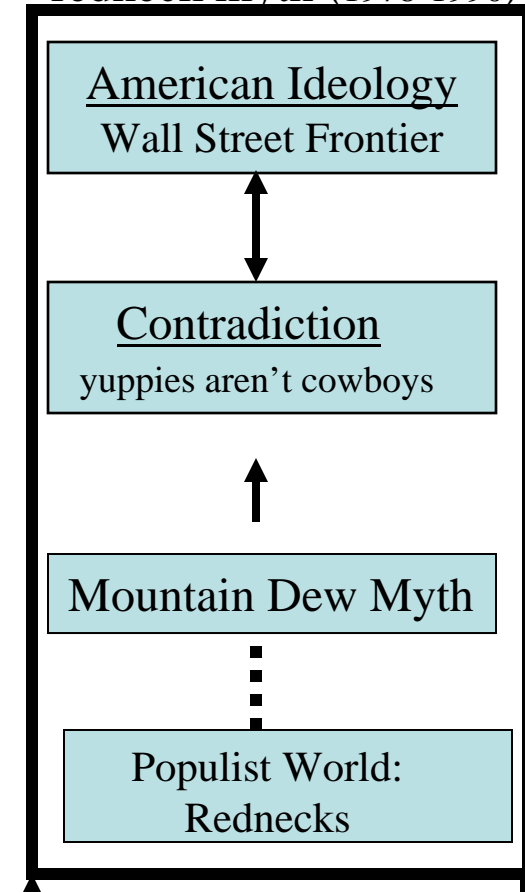
The Structure of a Myth Market



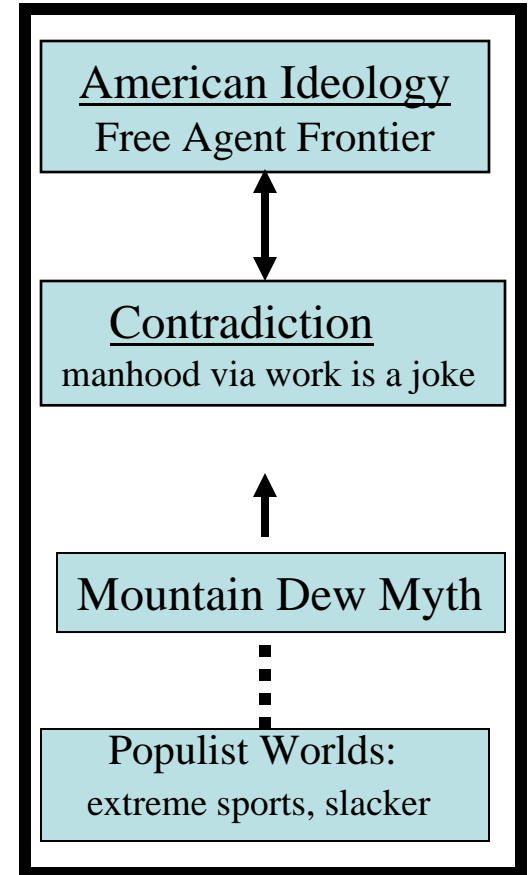
hillbilly myth (1960-1969)



redneck myth (1978-1990)



slacker myth (1993-present)



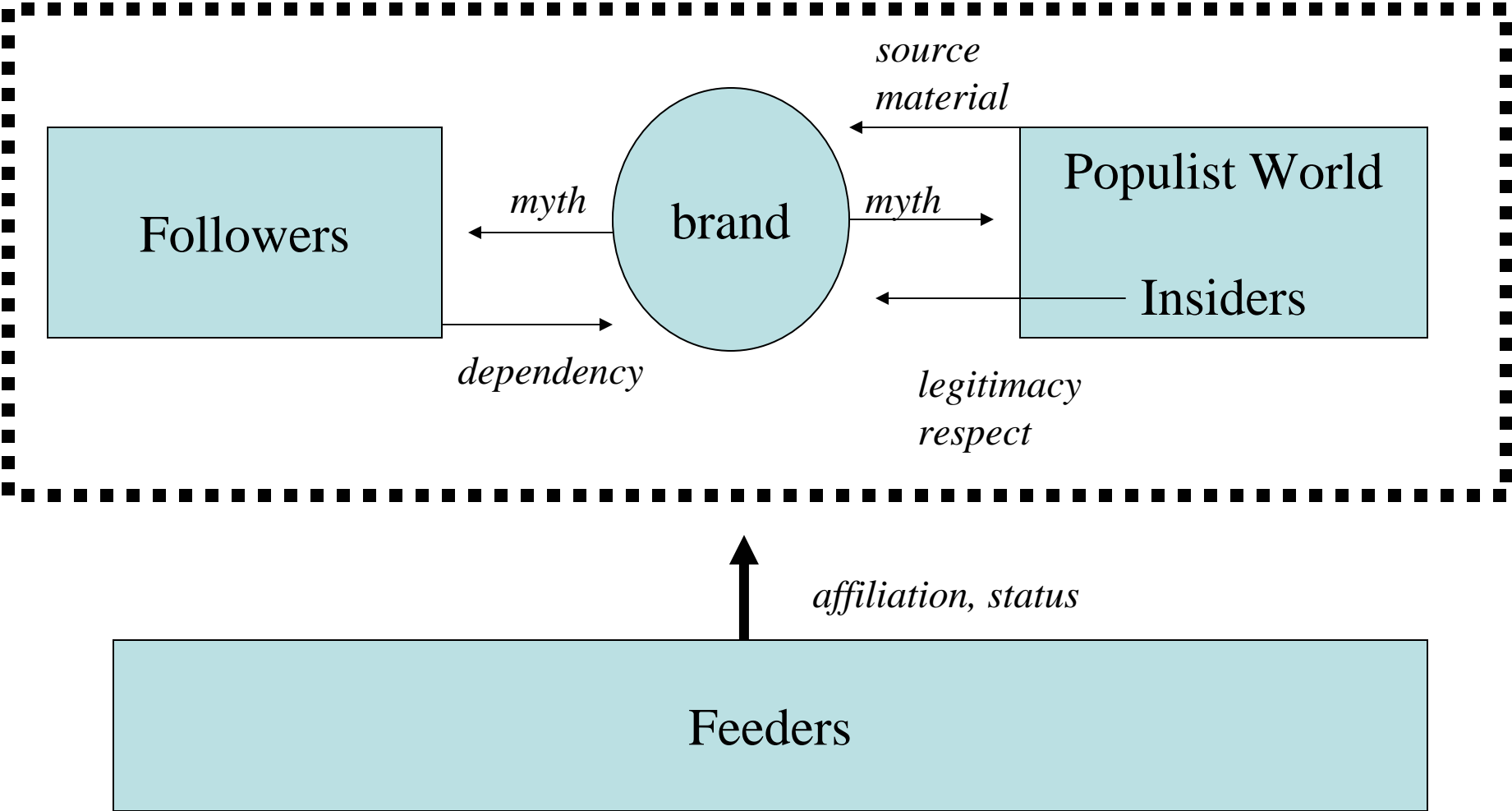
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Cultural Authority: daredevil libidinous risktaking in the outdoors
Political Authority: defends virile maculinity against middle class ideals of manhood via work

CB Model: Brand Loyalty as product of a social network

IDENTITY MAGNET



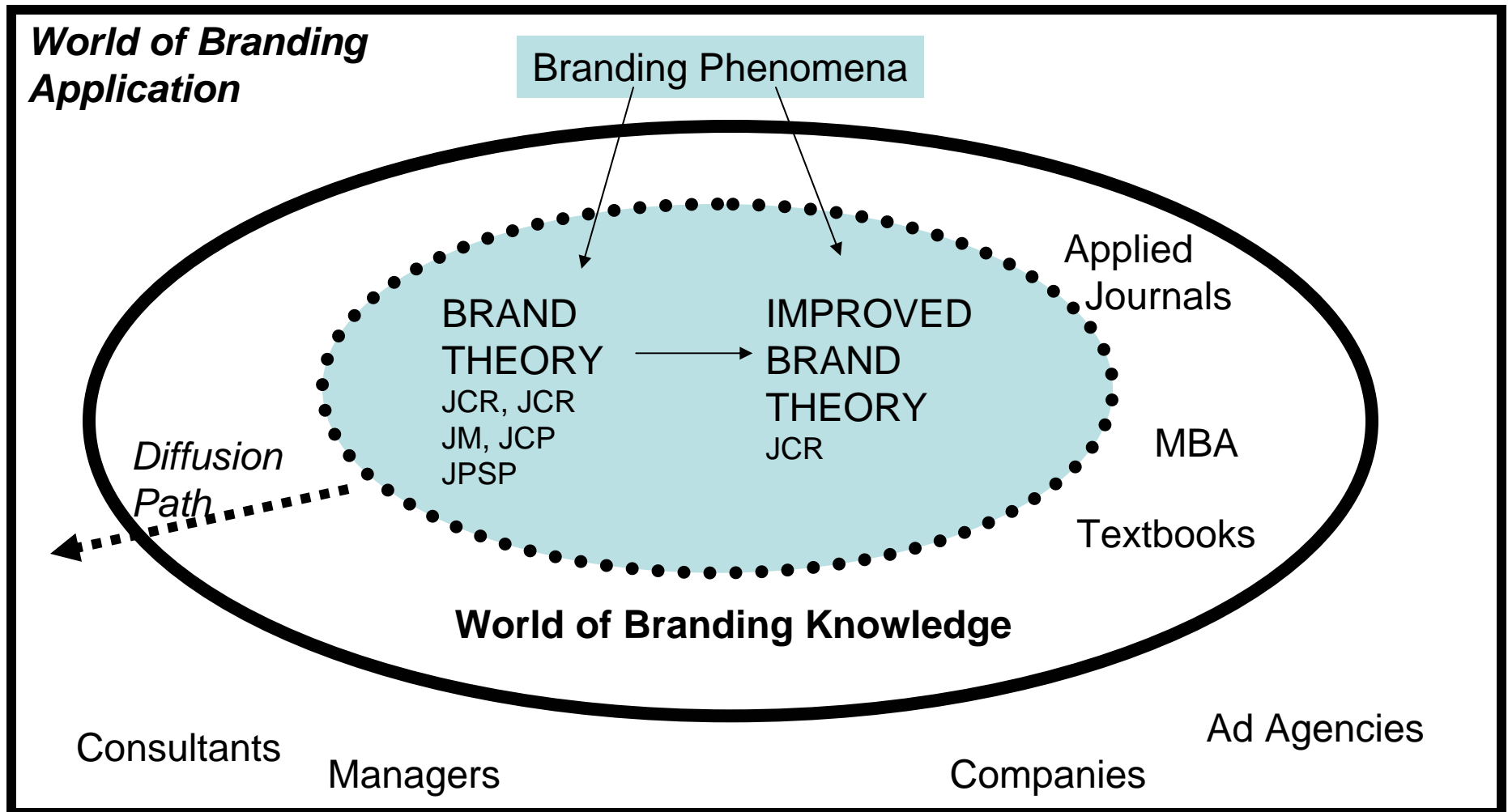
Cultural Branding: Principles

- Iconic brands target *cultural contradictions*
- Iconic brands act as *cultural activists*.
- Iconic brands perform *identity myths* that smooth over these contradictions.
- Identity myths are *set in populist worlds*
- *Cultural Disruptions* create opportunities for new icons and threaten established ones.
- Iconic brands enjoy a *cultural halo effect*.
- Etc.

	Cultural Branding	Mind Share Branding	Emotional Branding	Viral Branding
Key words	cultural icons iconic brands	DNA, brand essence genetic code, USP benefits, onion model	brand personality, experiential branding brand religion experience economy	stealth marketing, cool hunt, meme, grass roots, infections seeding, contagion, buzz
A Brand is...	Performer of, and container for, an identity myth	a set of abstract associations	A relationship partner	a communication unit
Branding is...	performing myths	owning associations	interacting with and building relationships with customers	spreading viruses via lead customers
Building a successful brand requires...	performing a myth that addresses an acute contradiction in society	consistent expression of associations	deep interpersonal connection	high velocity circulation of the virus
Most applicable to	identity categories	functional categories Low involvement categories complicated products	Services, retailers, specialty goods	new fashion new technology
Company acts as...	Author	Steward: consistent expression of DNA in all activities over time	Good Friend	Hidden Puppetmaster: incent the right consumers to advocate for the brand
Customer value comes from...	buttressing identity	simplifying decisions	the relationship with the brand	being cool, fashionable
Consumers' role is..	- personalize the brand's myth to fit individual biography - ritual action to experience the myth when using product	- benefits become salient through repetition - perceiving benefits when buying and using product	- interact with brand - build personal relationship	-consumers "discover" brand as their own, DIY - word of mouth

Hard as hell..
Totally unacceptable..

Academic model of theory building

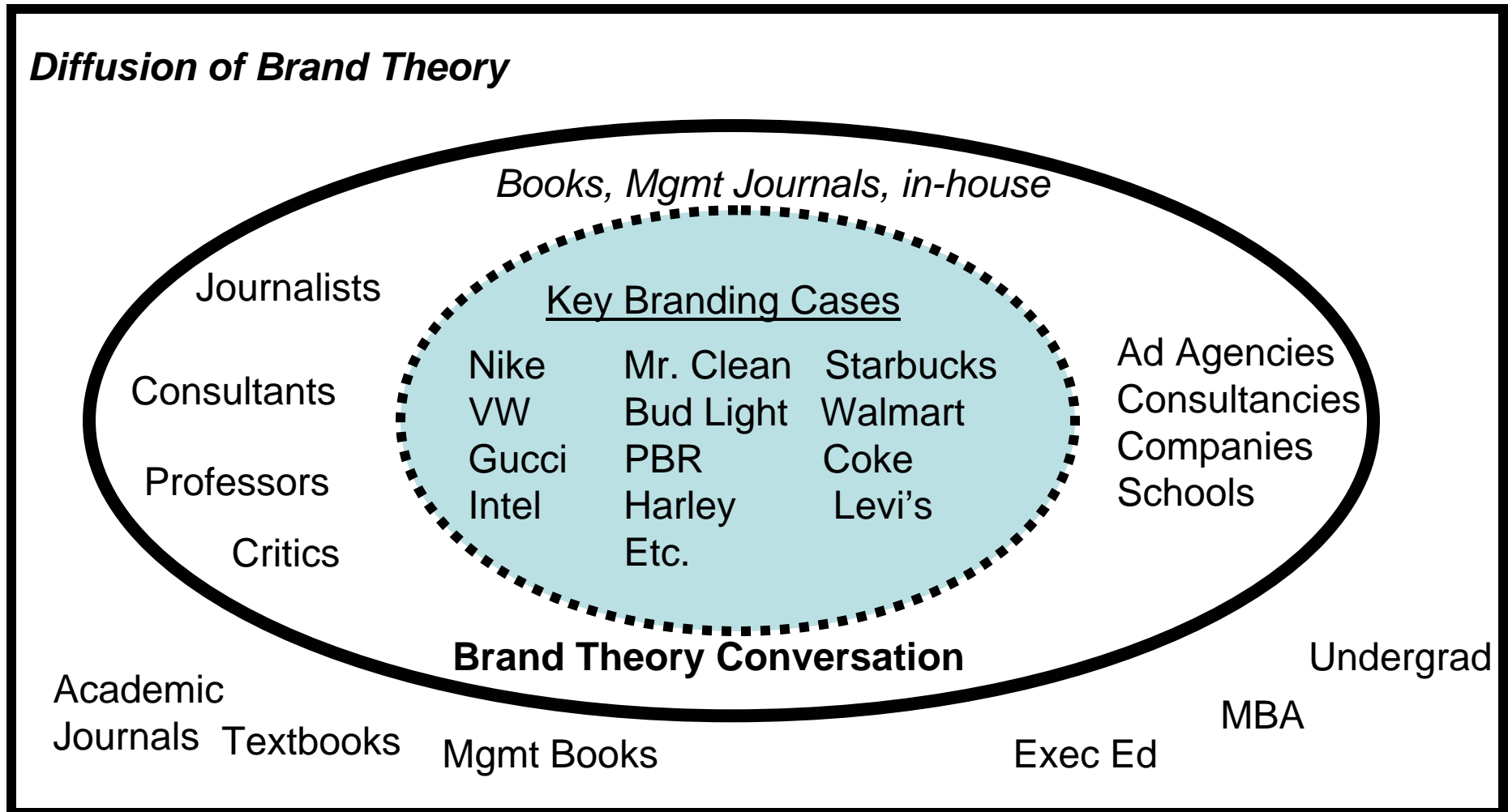


In marketing, the academic model
is a professionally useful fiction

JMR Lead Article, Abstract

A prevailing view is that increased media weight for frequently purchased brands in mature product categories usually does not lead to increases in sales. However, the role of advertising executional cues and viewer responses on media weight-induced sales has not yet been examined. The authors find that whether weight helps or has no sales impact depends on the creative characteristics of the advertisements and the responses they evoke in viewers. Study 1 showed that real-world advertisements for frequently purchased brands in mature categories were likely to create greater media weight-induced sales when they used affectively based executional cues. Study 2 found that greater media weight was related to the sales impact of advertisements that evoked positive feelings and failed to evoke negative feelings in viewers...

Institutional model of theory building



exemplary research?

- Advance institutional understanding of key marketing phenomena:
Managerial, Policy, Critical
- Address a marketing question that key institutional players deem important (or that you want to convince is..)
- Develop deep understanding of current institutional knowledge
- Develop deep understanding of relevant cases
- Use best theory and method
- Develop contribution vs. institutional knowledge
- Communicate to relevant stakeholders