



The power of a narrative

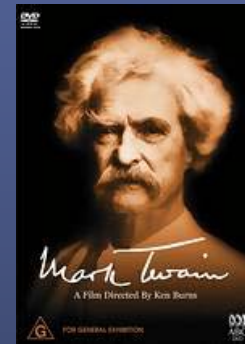
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- *“Persons attempting to find a motive in this narrative will be prosecuted; persons attempting to find a moral in it will be banished; persons attempting to find a plot in it will be shot. By Order of the Author.”*

– Mark Twain





For thousands, maybe millions of years, people have been telling stories to each other. They have told stories around the campfire; they have traveled from town to town, telling stories to relate the news of the day.... Whatever the means, and whatever the venue, storytelling seems to play a major role in social interaction.

--Schank and Abelson



My story

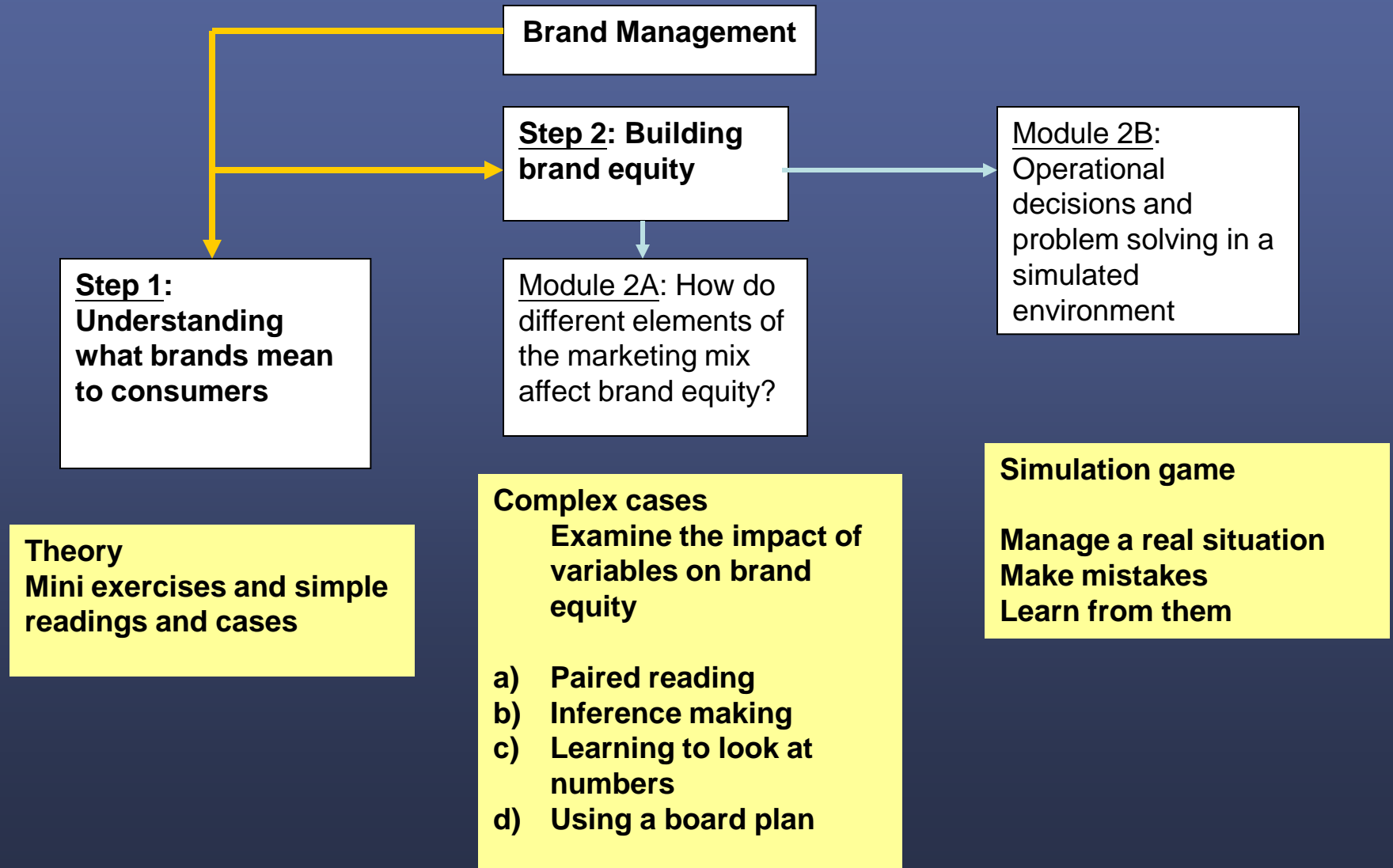
- Initial attempts in Hong Kong
 - Failure
 - Misattributions
 - Public humiliation
 - Banging your head against a brick wall
- The dilemma
 - Tone it down?
- Introspection
 - Who were my favorite teachers?
 - Why were they my favorites
- The solution



- What is so special about a “narrative”?
 - Temporal connections
 - And then...what happened??
- Most students love stories
 - Relevant stories!!
- Bringing this into the classroom
 - How?



A Narrative Structure





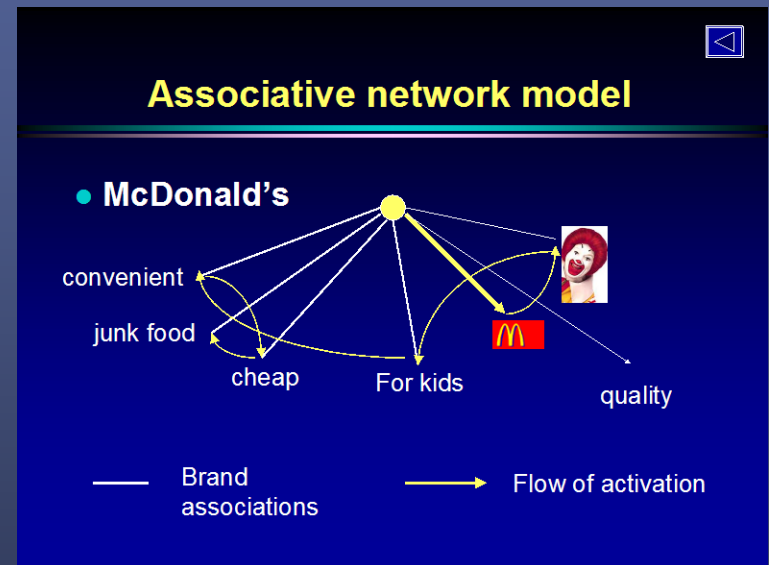
Using the narrative structure

- **Overall narrative: Objective**
 - Illustrate how individual marketing actions have implications for brand equity (e.g., McDonald's promotion)
 - **Module 1 narrative**
 - How does this happen (theory)
 - Using frameworks to detect it (mini assignment)
 - Measuring it (perceptual mapping techniques)
 - **Module 2 narrative**
 - Read a case (story) and discover the problem
 - usually a similar problem in a different context
 - **Module 3 narrative**
 - The challenge



Module 1: The beginning...

- Theory (how does it happen)
- Spreading activation theory
 - McDonald's promotion
 - Desired results
 - Undesirable associations





The beginning...

- **Using frameworks to detect it**
 - The ad makes a statement. Why is Benetton doing this?
 - Using Aaker's model of brand equity, identify problems with Benetton's brand equity.

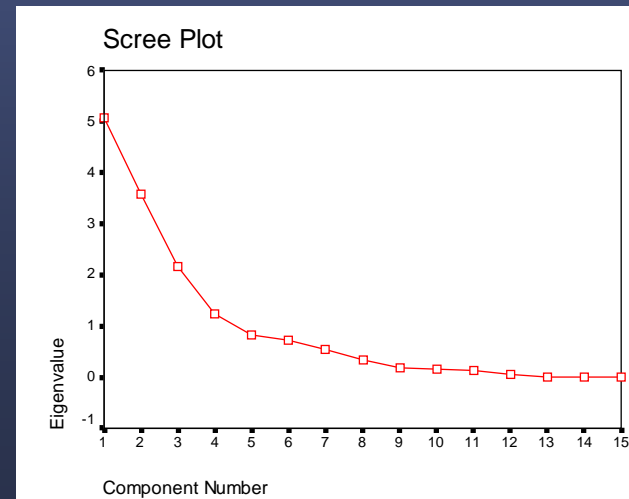
- Family of the future





The beginning...

- Measuring it
 - Qualitative techniques
 - Interview (WSC)
 - Quantitative techniques
 - Factor analysis
 - Multi dimensional scaling





Module 2: ...the middle...

- **Read a case and discover the problem**
 - **Playing detective to identify key problem – analysis**
 - **Decision making – strategy**
 - **Implementation**
 - **Link to issues discussed earlier in Module 1**

Land Rover North America



HBR case – 32 pages

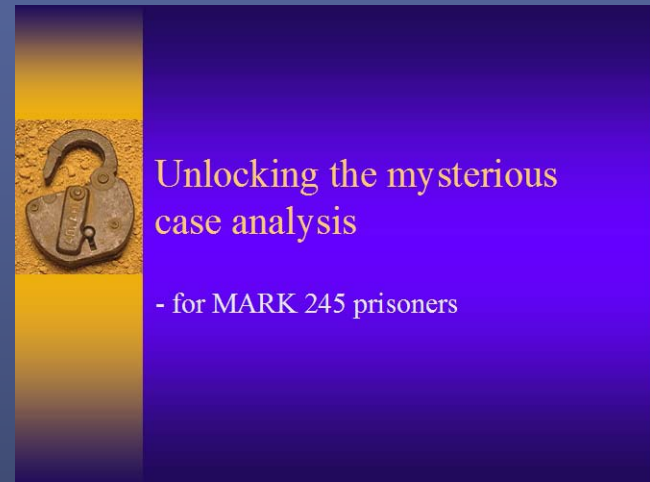


Module 2: ...the middle...

- **Case Analysis**
 - Harvard business cases
 - Average length 25 pages

- **Reading problem**
 - Scanning
 - Targeted search for information
 - Inference making
 - Logical deduction

- **Math phobia**
- **Linking the “story” to the main narrative**

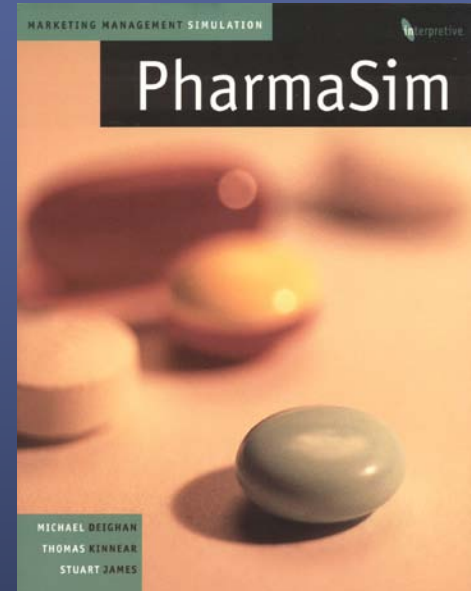


<p>1. WHAT BRANDS ARE YOU DEALING WITH?</p> <p>Chrysler – mass market – US and other Range Rover – approx. \$20k-£40k in UK or other (as BMW) – luxury market Discovery – SUV, DSEV, SUV or other (as 4x4) Issues: Location of Discovery in North America (as SUV) – what positioning is it in? what strategy? Allocation of resources are scarce</p>	<p>Appendix II (Board Plan)</p> <p>6. COMPETITION</p> <p>Ford Explorer – 300,000 units Jeep Cherokee or Jeep – 120,000 units Search: much higher than US SUV category: Role of competitor models (Jeep, Honda, etc.) Discovery strength – off-road use</p>	<p>3. US CONSUMER</p> <p>Order of entry → different perceptions → based on price/performance → Market groups → families vs. young singles → How do they spend? Families – safety and value Younger people – off-road/active Any consistency and segment need match?</p>												
<p>3. ROLE OF EACH BRAND IN THE PRODUCT PORTFOLIO</p> <table border="1"> <tr> <th>Discovery</th> <th>Range Rover</th> <th>Jeep</th> </tr> <tr> <td>Cuts rugged SUVs</td> <td>entry</td> <td>entry</td> </tr> <tr> <td>BMW alternatives</td> <td>entry</td> <td>entry</td> </tr> <tr> <td>Basic SUV</td> <td>entry</td> <td>entry</td> </tr> </table> <p>Market alternatives: entry via Range Rover (BMW) or Discovery (BMW)</p> <p>Product focus of each: Discovery – SUV, Range Rover – SUV, Jeep – SUV</p>	Discovery	Range Rover	Jeep	Cuts rugged SUVs	entry	entry	BMW alternatives	entry	entry	Basic SUV	entry	entry	<p>4. CONSUMER PERCEPTIONS</p> <p>1. Order of entry affects consumer perceptions: What impact will it have?</p> <p>2. How to re-position perceptions relative to how they are perceived relative to competitors?</p> <p>3. Mass market vs. niche market: Should we be targeting?</p>	<p>4. CONSUMER PERCEPTIONS</p> <p>US: SUV, Range Rover, Jeep, Discovery UK: SUV, Range Rover, Jeep, Discovery Discovery: SUV, Range Rover, Jeep, Discovery</p>
Discovery	Range Rover	Jeep												
Cuts rugged SUVs	entry	entry												
BMW alternatives	entry	entry												
Basic SUV	entry	entry												
<p>3. SEQUENCE OF ENTRY</p> <p>UK: Land Rover → Range Rover → Discovery US: Range Rover → Land Rover → Discovery</p> <p>Any resulting differences in pricing between US and UK markets in SUV (Discovery, Range Rover, Jeep) – if so – then why not? What causes this problem?</p>	<p>7. CONSUMER SEGMENTS</p> <p>There's to be a big player: Product Portfolio match Family – biggest competitor SUV → positioning factors: design, price, services → Targeting (US and UK) → US market: not too price sensitive → Which one to reach?</p>													



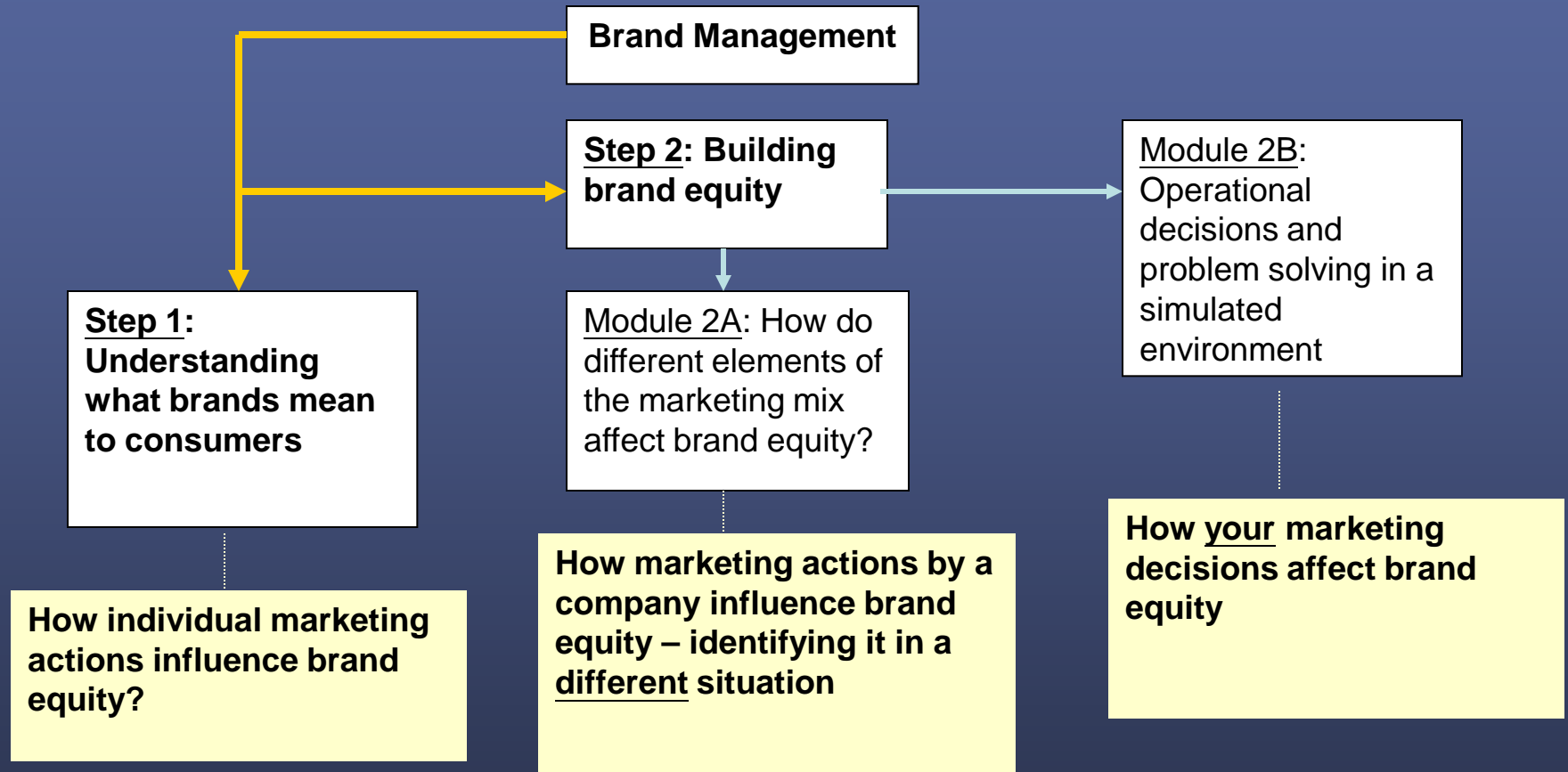
...and the end

- The challenge
 - OTC drug market
 - Manage a brand (market leader)
 - Introduce different extensions, new products,
 - Decisions get more difficult
- Learn to do analyses
- The psychology behind the numbers
- Learn about building relationships



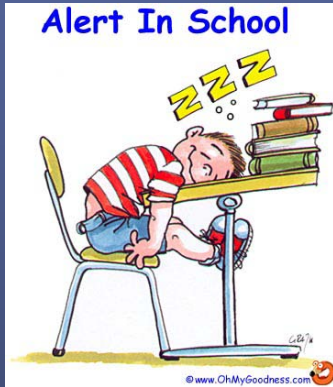


A Narrative Structure

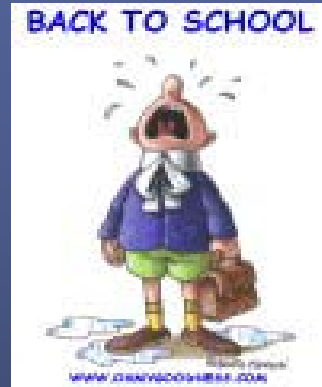




Emotional reactions



zzz....



Whaaa...



Oh?



Whoa! So complex laaa...



A time line