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

**Step 1:** Understanding what brands mean to consumers

**Step 2:** Building brand equity

**Module 2B:** Operational decisions and problem solving in a simulated environment

**Module 2A:** How do different elements of the marketing mix affect brand equity?

**Theory**

Mini exercises and simple readings and cases

**Complex cases**

Examine the impact of variables on brand equity

a) Paired reading
b) Inference making
c) Learning to look at numbers
d) Using a board plan

**Simulation game**

Manage a real situation
Make mistakes
Learn from them
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
• 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
...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

Step 1: Understanding what brands mean to consumers

How individual marketing actions influence brand equity?

Brand Management

Step 2: Building brand equity

Module 2A: How do different elements of the marketing mix affect brand equity?

How marketing actions by a company influence brand equity – identifying it in a different situation

Module 2B: Operational decisions and problem solving in a simulated environment

How your marketing decisions affect brand equity
Emotional reactions

zzz….  Whaaa…  Oh?  Whoa! So complex laaa…

A time line