MARKETING AND BRAND

Classical Marketing Management

Kotler · Keller · Levitt · Aaker

PAPER 01 / 03

A Furtherance reference compendium on the intellectual traditions behind organisational design, leadership, execution, and culture.

> **IN THIS PAPER**
> This paper opens the Marketing and Brand series in Furtherance's reference library. It covers the classical foundations — the architecture of marketing management and brand strategy. The question it answers: what is marketing's core discipline, and how are brands built as strategic assets?

Kotler codified marketing as a management discipline; Keller modelled how brand equity is built in the customer's mind; Levitt insisted on the customer-need orientation; Aaker made the brand a boardroom asset. Together they give marketing its enduring structure.

Philip Kotler Marketing Management, 1967–

The discipline of marketing management

CORE THESIS

Marketing is the discipline of creating, communicating and delivering **customer value**. It begins with the **marketing concept** — a customer orientation — and proceeds through **segmentation, targeting and positioning** and the **marketing mix**.

FRAMEWORK

Element	Meaning
The marketing concept	Start from customer needs, not the product
STP	Segment the market, target segments, position the offer
The 4 Ps	Product, price, place, promotion
Customer value	Deliver more value than competitors, profitably

METHODOLOGY

Synthesis of economics and management into the foundational marketing text.

SIGNIFICANCE AND CRITIQUE

Codified marketing as a management discipline and trained generations. The critique: the 4 Ps are sometimes seen as producer-centric, prompting service- and customer-centric revisions.

Kevin Lane Keller Customer-Based Brand Equity, 1993

Brand equity · the CBBE pyramid

CORE THESIS

Brands are built in the **mind of the customer**. **Customer-based brand equity** is the differential effect of brand knowledge on customer response — built step by step up a pyramid from awareness to deep resonance.

FRAMEWORK

CBBE level	Question it answers
Salience	Who are you? (awareness)
Performance & imagery	What are you? (meaning)
Judgements & feelings	What about you? (response)
Resonance	What about you and me? (relationship)

METHODOLOGY
Academic modelling of how brand knowledge shapes customer response.

SIGNIFICANCE AND CRITIQUE
The dominant academic model of brand equity. The critique: the pyramid is elaborate and its higher rungs are hard to measure.

Theodore Levitt Marketing Myopia, 1960

Customer-need orientation · Harvard Business School

CORE THESIS
Businesses fail through **marketing myopia** — defining themselves by their product rather than the customer **need** they serve. The railroads declined because they thought they were in railroads, not transportation. Customers do not want a drill; they want a hole.

FRAMEWORK

Idea	Meaning
Marketing myopia	Product focus blinds a firm to shifting needs
Need over product	Define the business by the need it serves
The augmented product	Core, expected, augmented and potential layers
Create a customer	The purpose of a business is to create a customer

METHODOLOGY
Influential essays combining economics and management insight.

SIGNIFICANCE AND CRITIQUE
One of the most influential ideas in marketing's history. The critique: it is aphoristic, and Levitt's later thesis on the globalisation of markets over-reached.

David Aaker Managing Brand Equity, 1991

Brands as strategic assets

CORE THESIS
Brands are **strategic assets** to be managed deliberately. Brand equity is built from awareness, loyalty, perceived quality and associations, and structured through a clear **brand identity** and **architecture**.

FRAMEWORK

Component of brand equity	Meaning
Brand awareness	Presence and familiarity in the mind
Brand loyalty	The core of enduring value
Perceived quality	The quality customers believe you have
Brand associations	The meanings attached to the brand

METHODOLOGY

Strategy-oriented brand research and practice.

SIGNIFICANCE AND CRITIQUE

Elevated the brand to a boardroom strategic asset and gave it architecture. The critique: it overlaps with Keller and is framework-heavy.

Synthesis

Theorist	Contribution	Key idea	Register
Kotler	The discipline	STP; the 4 Ps	Foundational text
Keller	Brand equity	The CBBE pyramid	Academic
Levitt	Customer orientation	Marketing myopia	Essayistic
Aaker	Brand as asset	Brand equity components	Strategy

> **FOR THE OPERATOR**
>
> Classical marketing management gave the field its architecture – the marketing concept, STP and the 4 Ps (Kotler), customer-based brand equity (Keller), the customer-need orientation and marketing myopia (Levitt), and brands as strategic assets (Aaker). For the operator: start from the customer's need, not the product; segment, target and position deliberately; and treat the brand as an asset to be built and measured. The next paper asks what the evidence actually says works.