**Datsun Returns: Reviving a Brand**

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**Critical Incident Overview**

Nissan is a Japanese multinational automobile manufacturer headquartered in Yokohama, Japan, and the sixth largest automotive maker in the world. In 2013, Nissan announced that they would be re-launching a former brand name in emerging markets. Instead of developing a new name or using the existing Nissan corporate brand architecture and strategy, executives chose to resurrect the brand name that was previously used in the United States – “Datsun.” A brief history of the creation of the Datsun name is discussed. This critical incident provides students with the decision factors considered with corporate, brand and product naming decisions within a global context in the automotive category.

**Research Method**

The information contained in this critical incident was gathered from secondary sources.

**Learning Objectives**

After reading this critical incident and answering the questions a student should be able to…

* Understand the two most widely used brand architecture models
* Understand the most common branding strategies
* Analyze the concept of brand equity
* Apply the concept of equity as it applies to brand architecture and naming decisions

**Application**

This critical incident introduces students to the concept of brand architecture, and provides students with the branding decision factors considered within the automotive category. Students learn conceptual terms and then apply them to Nissan.

The relevant theory and literature that applies in this critical incident is the LOGMAN model. The LOGMAN model, published in the *Journal of Product and Brand Management*, in a 2004 article titled, “The LOGMAN Model: A Logical Brand Management Model.”

This model combined theories and insights from other scholarship on the topic: Kaplan and Norton’s balanced scorecard method, the Boston Consulting Group’s brand value creation method, the path analysis method, the gap analysis method, and the house of quality method.

It proposes an audit of questions that guide brand managers may use in making brand management decisions. This model is particularly useful and practical as brand managers evaluate whether customer perceptions of the company's brand drivers and the external brand drivers are in line with the company's brand objectives. It analyzes the logical consistency of the company's brand policy across multiple customer segments and over time.

Further references are provided in the Reference Section of this teaching note.

This critical incident could be used in Marketing, Marketing Management, International Marketing, Advertising and Public Relations courses either at the undergraduate or graduate level.

**Key Words**

Brands, branding, brand strategy, brand architecture, product strategy, emerging markets

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