Required Course Materials

The required readings for this course include articles and cases from Harvard, Darden, Kelley, Ivey and IMD, and a book chapter from a brand management textbook. Students are expected to read the assigned articles and cases thoroughly prior to each class session, and come prepared for discussion. The six assigned cases are based on different types of brands and organizations, and the eight assigned articles are a combination of conceptual and managerial articles on branding and brand management.

Supplemental Course Materials

All additional materials including in-class exercise templates, and non-copyrighted supplemental articles will be made available in class.

Course Objectives

This course is designed with a focus on brand management strategy that drives excellence firms. The objectives of this course are:

1. To understand key concepts in strategic brand management
   a. Where does a brand evolve from: brand positioning and brand DNA
   b. What is brand equity: the sources and consequences of brand equity
   c. How to manage and implement a brand marketing program

2. To provide the theoretical foundation and a set of managerial tools to create, sustain, and continuously enhance a brand (B2C, B2B, and Service brands).

3. To address current challenges and issues that a brand manager faces.
Evaluation: Graded Components, Grading Scale, and Instructor Expectations

Grade Structure

1. Class Participation and Contribution 10%
2. Mid-term Exam 30%
3. Case Analyses (2 cases, 10% each) 20%
4. Final Team Project 40%

Total 100%

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>Exemplary Performance</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99</td>
<td>Strong Performance</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99</td>
<td>Good Performance</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99</td>
<td>Adequate Performance</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99</td>
<td>Adequate Performance, with some deficiencies</td>
</tr>
<tr>
<td>C+</td>
<td>77-79.99</td>
<td>Weak Performance, with serious deficiencies</td>
</tr>
<tr>
<td>C</td>
<td>73-76.99</td>
<td>Poor Performance, with pervasive deficiencies</td>
</tr>
</tbody>
</table>

Performance below the “C” level will be addressed on a case-by-case basis.

Instructor Expectations

1. You are expected to be well prepared for class discussions by thoroughly reading the assigned articles and cases prior to each class session.

2. Since this is a seven-week course, you are expected to attend all class sessions; missing classes or failing to participate in class discussions will adversely affect your learning the class participation grade.

3. You are encouraged to ask questions and meet with the instructor during office hours, particularly in preparation of the written assignment and the team project.

4. Laptops, tablets, smart phones and cell phones need to be switched off for the duration of the class so as to respect class learning and to maintain class etiquette.

5. Your feedback is encouraged and welcomed throughout the duration of the course!
Thursday, June 21: Course Topics, Readings and Assignments

June 21  Session # 1A  6:00 – 7.30
Positioning: The Heart of Brand Marketing Strategy

Articles:


June 21  Session # 1B  7:40 – 9.15
Brand Positioning in Action

Cases 1 & 2:


Thursday, June 28: Course Topics, Readings and Assignments

June 28  Session # 2A  6:00 – 7.30
What is a Brand? Branding Basics and Definitions

Articles:


June 28  Session # 2B  7.40 – 9.15
Brand DNA

Thursday, July 5: Course Topics, Readings and Assignments

July 5     Session # 3A    6:00 – 7.30
Measuring the Brand


July 5     Session # 3B    7.40 – 9.15
How a Business Creates Value and Brands It


Thursday, July 12: MID-TERM EXAM
6.00 – 9.00

Thursday, July 19: Branding in Action & Branding Project Brief

July 19     Session # 5A    6:00 – 7.50
Branding in Action

Guests:           Three Brand Managers, one each in the B2C, B2B & Service Industries (30 minutes per speaker)

Q & A Panel:      The Panel will take Questions from Students

July 19     Session # 5B    8:00 – 9.15
Team Project Brief: Brand Strategy

Guests:           The Client and the Branding Agency
Thursday, July 26: Course Topics, Readings and Assignments

July 26  Session # 6A  6:00 – 7.30
The 7 Mantras to Build and Sustain a Powerful Brand – Part 1


July 26  Session # 6B  7:40 – 9:15
Strategic Co-creation of Brand Meaning


Thursday, August 2: Course Topics, Readings and Assignments

July 26  Session # 7A  6:00 – 7.30
The 7 Mantras to Build and Sustain a Powerful Brand – Part 2


July 26  Session # 7B  7:40 – 9:15
Branding Challenges in Services


Week of August 6: Final Project Presentations

Grand Finale
Presentation Time and Location To Be Announced
Cases Analysis Questions

Case 1: Positioning the Tata Nano
Case 2: ThoughtWorks (A): Targeting and Positioning Basics for a Service Firm

The primary assignment in this case is to write positioning statements for Tata Nano (case 1) and ThoughtWorks (case 2). In arriving at the positioning statements, it is essential to follow these steps (please prepare the following first, and then attempt to write the positioning statement) – a) Who is the target consumer? b) What is the frame of reference? c) What are the points of parity? d) What are the points of differentiation? e) What is the value proposition, based on the functional and emotional benefits?

Case 3: Redefining the AXA Brand

Describe the timeline of the branding project. Does it make sense to set a launch date very early in the process? How would you assess the scope on a continuum ranging from ‘logo re-design’ to ‘changing the business model’? What is the difference between product and service branding? Describe AXA’s brand components, and evaluate them (value proposition, benefits, supports, brand personality and brand essence). How would you describe the approach taken on the new brand signature – rational or emotional approach or both? Provide overall recommendations for next steps.

Case 4: Branding Yoga

What value has the branding of Yoga created? How has this value been created? By whom and for whom? What is your evaluation of the branding business models developed by a) Bikram Choudhury and b) Tara Stiles? Which of these models is more sustainable and competitively stronger? Explain.

Case 5: Dove: The Evolution of a Brand

When does a brand start having a Point-Of-View (POV)? Cite three brand examples (other than Dove) that have evolved from traditionally positioned brands to brands with a POV. Explain each. Write 2 positioning statements for Dove (before and after POV). What are the risks for Dove today, as a brand? List 3 risks and explain. How was brand management organized in Unilever (pre and post 2000). Discuss co-created brand meaning (by the marketer and the consumer). If you were a brand manager, what conditions would you impose for co-created brand meaning? List 5 guidelines and justify each.

Case 6: Best Biuy Inc. – Dual Branding in China

What are the conceptual underpinnings of a dual-brand strategy? What did Best Buy learn from its experience with dual-brand strategy in Canada? How does the Best Buy situation in China differ from its situation in Canada? Does a dual-brand strategy provide Best Buy with a core competitive advantage as it expands into new global markets?
Guidelines for Mid-term Exam, Case Analyses and Final Team Project

Mid-term Exam
30% of the Final Grade

The mid-term is an open notes exam (class slides and notes only, no readings), scheduled on session # 4, Thursday, July 12th. The exam will consist of several mini-cases, to be completed in 180 minutes. A sample set of mini-cases will be made available a week prior to the exam, in class session # 3, Thursday, July 5th.

Case Analyses:
20% of the Final Grade (Each team submits 2 case analyses, 10% each)
Case 3 due on Wednesday, June 27th at 11.59 PM
Case 4 due on Wednesday, July 4th at 11.59 PM
Case 5 due on Wednesday, July 25th at 11.59 PM
Case 6 due on Wednesday, August 1st at 11.59 PM

Each team will be assigned two cases to analyze (either cases 3 and 5, or cases 4 and 6). Case analyses should follow the broad questions outlined in the ‘Case Analysis Questions’ section of this syllabus document, and demonstrate strategic thinking, application of concepts learned in class, and original thinking in the overall recommendations. Page limit and formatting: 5 pages, single-spaced, Times New Roman 12; figures and tables can take up an extra 3 pages.

Final Team Project: Brand Strategy
40% of the Final Grade
Presentations scheduled during the week of August 6th

All teams will work on a brand strategy project. The brief for this project will be given by a branding agency on session # 5, Thursday, July 19th. Students need to form teams of 6, for this project. The project(s) will be based on real companies and will address different aspects of brand strategy. The project will entail strategy and execution recommendations on achieving excellence in the practice of branding. The final project presentations will be held during the week of exams (week of August 6th). The location and time will be announced during the first week of classes. Each team will have a total of 25 minutes to present, followed by Q & A.