BUSML 7206: BRAND MANAGEMENT  
Fall, 2012

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Office Hours: By appointment  
Classes: Tues., Thurs.10:15-11:45 AM, GE 355

Course Description

Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function.

Course Objectives:

This course provides insights and experience in strategic brand management. Course objectives are to:
1. Provide an understanding of the key issues in building and maintaining brands and brand equity.
2. Learn and apply key elements of crafting and driving brand strategy, evaluating strategic options, and exposure to Marketing’s role and accountabilities in brand and strategy decision-making.
3. Provide exposure to and project participation in brand positioning, strategic brand management, brand portfolio strategies, and brand planning.

Required Materials:

Strategic Brand Management; Kevin L. Keller, 3rd Edition  
Course Pack (UniPrint): Readings, Cases, Video  
Additional Readings: As outlined at http://carmen.osu.edu

Evaluation:

Grading: Performance in this class will be determined based on your ability to demonstrate knowledge and understanding of the material covered in individual written exercises, class participation, and group projects.

Final grades will be determined by:

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<th>Component</th>
<th>Weight</th>
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<tr>
<td>Written Assignments and Case Studies</td>
<td>60%</td>
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<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>2013 Brand Plan</td>
<td>20%</td>
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Please note that all written assignments are due via Carmen before the start of class. Please have access to your assignment in class and be prepared to actively participate in class discussions. Page lengths noted are general guidelines for length.

Most of the assigned reading in the textbook can be skimmed, as appropriate. However, key sections of the book should be read more carefully.

Other Student Expectations:

1. Attendance: Please be prompt and seated so we can begin class on time. Regular attendance is encouraged. In cases of valid family, health or safety emergencies, students must contact me prior to the administration of the assignment. In general, work related conflicts or overlapping requirements due in other classes are not valid excuses for missing project deadlines.

2. Class Preparation and Participation: Class participation is a significant portion of your grade as brand management requires persuasive communication. Grading is based on your demonstrated knowledge of the course content and active, quality participation in class discussions. You are expected to have completed the assignments and be prepared to discuss their content. If you have any difficulties or issues with class participation expectations, please let me know. Please bring name plates to class.

3. Academic Integrity: You are expected to adhere to the OSU Code of Student in which academic misconduct is defined as any activity that compromises the academic integrity of the institution or subverts the educational process. If an instance of academic misconduct is observed or reported, the University Committee on Academic Misconduct will be notified. Sanctions for misconduct can include a failing grade in this course, suspension, or dismissal from the University.

Office Appointments:

I am available to discuss issues of concern to you on an individual basis by appointment. Please set up this appointment with me via email or phone. So that I can be better prepared for your visit, please give me a general idea of the topic you’d like to discuss. Appointments are typically 15 minutes. If you believe you will require more time, please request a longer appointment. My office is Fisher 250.

Course Schedule:

**August 23:** Brands and Strategic Brand Management

Reading: Course Syllabus.
Additional Readings on Carmen: Best Global Brands and America’s Hottest Brands
Chapter 1 – pp. 38-42 of textbook.

Assignment: Prepare for favorite brand discussion

**August 28:** Building a Strong Brand

Reading: The Brand Report Card
Chapter 2, pp. 48-78; Chapter 9

Assignment: Assess Your Brand
August 30:  Brand Positioning
Speaker: Jodi Breuer, Brand Manager, Infant Nutrition, Abbott Nutrition
Reading: Chapter 3 of SBM
Chapter 2 of Creating Brand Loyalty (Course Pack)
Assignment: I Am a Brand

September 4:  Brand Positioning
Reading: Metabical Case Study
Assignment: Metabical Case Study

September 6:  Brand Strategy
Guest Speaker: Mary Beth Cowardin, Senior Product Manager, T. Marzetti Company
Reading: Note on Marketing Strategy

September 11:  Brand Planning
Reading: Chapter 5
Assignment: Submit team roster for group projects (5-6 people) via Carmen

September 13: Growing and Sustaining Brands
Reading: Chapter 13
Assignment: Brand Planning – Group Project

September 18:  New Products and Brand Extensions
Guest Speaker: Bob Holtcamp, Senior Vice President, Brand Management, Wendy’s International, Inc.
Reading: Chapter 12
Assignment: Oscar Mayer Case Study

September 20:  New Products and Brand Extensions
Reading: Win the Brand Relevance Battle and Build Competitive Barriers

September 25:  Integrated Marketing Communications
Reading: Chapter 6
Integrated Marketing Communications

September 27:  Integrated Marketing Communications
Guest Speaker: John Sass, Director of Marketing, Grass Seed and Lawn Controls, The Scotts Company
Assignment: Mountain Dew Case Study – Group Project
October 2: Brand Management Careers
Reading: Chapter 15

October 4, 9: Strategic Brand Management – in Practice
Assignment: 2013 Brand Plan – Group Project
Group Projects continue through next class
Assignment Questions

Assignment #1

Prepare for class discussion only; no written assignment. Select a brand from Interbrand Top 100 List, Ad Age article, or other personal favorite. Be prepared to discuss: What is your favorite brand? Why? What makes it an outstanding brand?

Note that the Interbrand list includes corporate brands, who may own brands that may be of interest to you, e.g. Apple’s iPad.

Assess Your Brand

As with ALL written assignments: Submit via Carmen prior to class; have access to the assignment in class, for class. All page lengths noted are rough guidelines. 2 pages.
1. Rate and critically evaluate your favorite brand using The Brand Report Card criteria.
2. What strengths can it leverage? What weaknesses should it address? Is the brand strongly positioned versus competition or vulnerable? Why?

Brand Plan Tip: What are the leverageable strengths of your brand? Where is your brand vulnerable? How does that influence your 2013 Plan? How can your brand win versus relevant competition?

I Am a Brand

Submit via Carmen, 2 pages. Bring a second copy to class, for discussion. Consider your career after graduation and your first job. How will you want to build “your brand?”
1. Consider yourself as a brand. Develop a mental map of how you would like others to see you. For example, what would you like your colleagues to think of when your name came to mind?
2. Summarize the mental map in terms of 5-8 core brand values.
3. Develop a positioning statement for ‘you the brand.’ (use brand positioning format in Creating Brand Loyalty)
4. Can you develop a brand mantra that captures the essence of your brand positioning?

Brand Plan Tip: What is your brand’s positioning? Should it be refined? Do the brand’s marketing strategy and marketing plans reinforce the brand’s positioning?

Metabical Case

3 pages.
1. Who is the ideal target consumer? Why?
2. How should Metabical be positioned? (Use brand positioning framework in Creating Brand Loyalty chapter) Why?
3. What are Metabical’s leverageable points-of-difference?
4. Which of the advertising agency’s concepts best communicate your brand positioning, for each audience (DTC and medical professionals)? Why?
5. Is the Year 1 Marketing Plan optimal? How would you reallocate funds (or not) to improve sales performance? Why?

Brand Plan Tip: Is your brand’s strategy available in the public domain? What is it? If not, what do you believe the brand strategy is? Is it optimal?
Brand Planning

3 pages.
Select one of your team’s favorite brands from the first class:
1. Describe and evaluate the brand’s:
   - Positioning
   - Product strategy
   - Pricing Strategy
   - Channel Strategy
   - Marketing Communications
2. How should the brand evolve in 2013? Why? How should the brand team measure its success?
3. What alternatives and key issues did your team consider?

Brand Plan Tip: How will you sustain and accelerate growth on your brand? How can you increase your brand’s competitive insulation?

Oscar Mayer Case

3 pages.
1. What strategic course of action will you take to deliver 4% volume growth and 15% operating income growth next year? How will you achieve your Plan’s financial objectives?
2. Which of the four departmental directions are the most viable? Least viable? Which will you pursue/not pursue? Why?
3. How will you work with your managers to refine the plans to achieve next year’s goals?
4. How will your plan for next year position you to deliver the +4%/+15% plan for the next 2 years? What are your contingency plans?

Brand Plan Tip: What is the appropriate innovation plan for your brand? What is your rationale? What resources will you need to deliver your innovation plan?

Mountain Dew Case

3-4 pages.
1. Which creative executions would you, in Scott Moffitt’s role, select? Use an analytical framework to support your decisions.
2. How clear and compelling are the main messages?
3. Will the ads resonate with the target and drive consumption?
4. How would you counsel the agency to improve the creative executions?
5. How does the Super Bowl placement influence your decisions?
6. What alternatives did you consider? Where did your team disagree? How did you decide?

Brand Plan Tip: Are your brand’s communications integrated? Should the communication be maintained or changed? Should the brand’s marketing mix be changed? Why?

2013 Brand Plan

PowerPoint presentation, 10 - 12 slides. Submit via Carmen and presentation in class.
Include: Business Objectives, Marketing Strategy, Brand Positioning, Marketing Communications Plan, Budget, and other Brand Plan elements to support your strategic direction and recommendations.

Presentations of Brand Plans begin and will continue through Final Exam week.
**Additional Readings:**

Brand Relevance: Making Competitors Irrelevant, by Aaker

Creating Brand Loyalty: The Management of Power Positioning and Really Great Advertising, by Czerniawski and Maloney

Positioning: The Battle for Your Mind, by Ries & Trout


Built to Last: Successful Habits of Visionary Companies, by Collins and Porras

Kellogg on Branding, by Caulkins

Meatball Sundae, by Godin

Blue Ocean Strategy, by Kim and Mauborgne

Resources to explore to consider careers in Brand Management and related marketing professions:

www.cmo.com

www.MarketingProfs.com

www.MarketingSherpa.com

www.MarketingPower.com - Webcasts and Best Practices

www.mashable.com

www.wetfeet.com/careers-industries/careers/brand-management

Ad Week magazine – www.adweek.com

Ad Age magazine – www.adage.com