BUSML 7206: BRAND MANAGEMENT
How to Build and Sustain a Powerful Brand

Required Course Materials

There are two required elements under course materials –

1. **Textbook**: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Fourth Edition), by Kevin Lane Keller, Pearson, Prentice Hall. Links to purchase or rent digital/print versions of this book are provided on Carmen.

2. **Course Packet**: A collection of five cases and two articles from Harvard Publishing. Link to purchase the course packet is provided on Carmen.

Students are expected to read the assigned textbook chapters, articles and cases thoroughly prior to each class session, and come prepared for discussion. The textbook chapters and course packet articles provide conceptual frameworks for managing brands, and the assigned cases pose different brand management problems.

Supplemental Course Materials

All additional materials, including lecture slides, will be made available on Carmen.

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 that a brand manager faces such as brand portfolio management, brand extensions, fighter brands, and global brand management.
Evaluation: Graded Components, Grading Scale, and Instructor Expectations

Grade Structure

1. Class Participation and Contribution 20%
2. Individual Case Analyses (2 cases, 15% each) 30%
3. Team Case Analyses (2 cases, 10% each) 20%
4. Team Project: Brand Audit 30%

Total 100%

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Description</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>
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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 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 19: Brands and Brand Strategy

June 19    Session # 1A    6:00 – 7:30
**Introduction to Branding and Brand Management**

Key Concepts: Definitions, Scope of Brand Management

Reading: ○ Textbook Ch. 1: Brands and Brand Management

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June 19    Session # 1B    7:45 – 9:15
**Designing Brand Strategy: Part 1**

Key Concepts: Positioning, and the Basis of Brand Strategy

Reading: ○ Textbook Ch. 2: Developing a Brand Strategy

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Thursday, June 26: Brand Strategy

June 26    Session # 2A    6:00 – 7:30
**Designing Brand Strategy: Part 2**

Key Concepts: Brand Architecture, Brand Resonance Pyramid, Value Chain

Reading: ○ Textbook Ch. 3: Brand Resonance and the Brand Value Chain

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June 26    Session # 2B    7:45 – 9:15
**Brand Positioning & Strategy in Action: Part 1**

Case 1: ○ Eileen Fisher: Repositioning the Brand

Deliverable: Individual Case Analysis Due by 4:00 pm

Page 3 of 9
Thursday, July 3: Branding Management in Action

July 3  Session # 3A  6:00 – 7:00
Branding Strategy in Action: Part 2

Readings:  ○  Course Pack Article: Customer-Centered Brand Management
Case 2:  ○  Evoe Spring Spa: A Positioning Dilemma
Deliverable:  Team Case Analysis Due by 4:00 pm

July 3  Session # 3B  7:15 – 9:15
Brand Management in Action

Guest Speakers:  Two industry experts on Brand Management
Q & A Session:  Guest speakers will take questions from students

Thursday, July 10: Brand Marketing Programs

July 10  Session # 4A  6:00 – 7:30
Brand Marketing Programs: Part 1

Key Concepts:  Implementing Brand Strategy: The 4 Ps
Readings:  ○  Textbook Ch. 4: Choosing Brand Elements to Build Brand Equity
           ○  Textbook Ch. 5: Designing Marketing Programs for Brand Equity

July 10  Session # 4B  7:45 – 9:15
Brand Marketing Programs: Part 2

Readings:  ○  Textbook Ch. 6: IMC to Build Brand Equity
           ○  Textbook Ch. 7: Leveraging Secondary Brand Associations
Deliverable:  Team Project: Brand Audit Progress Report Due by 4:00 pm

Page 4 of 9
Thursday, July 17: Brand Portfolio Management

July 17  Session # 5A   6:00 – 7:30
Branding Extensions & Brand Portfolio

Readings:
- Textbook Ch. 11: Designing Brand Architecture Strategies
- Textbook Ch. 12: New Products and Brand Extensions

July 17  Session # 5B   7:45 – 9:15
Brand Extension in Action

Case 3: Introducing iSnack 2.0: The New Vegemite

Deliverable: Individual Case Analysis Due by 4:00 pm

Thursday, July 24: Managing Brands Across Time, Segments, and Geographies

July 24  Session # 6A   6:00 – 7:30
Brand Management over Time, Segments, Geographies

Readings:
- Textbook Ch. 13: Managing Brands Over Time
- Textbook Ch. 14: Geographic Boundaries and Market Segments
- Course Pack Article: B2B Brand Architecture

July 24  Session # 6B   7:40 – 9:15
Brand Management in Action

Case 4: Santa Fe Relocation Services: Regional Brand Management
Thursday, July 31: Measuring & Sustaining Brand Equity

July 31  Session # 7A  6:00 – 7:30  
Measuring & Sustaining Brand Equity

Readings:
- Textbook Ch. 8: BE Measurement and Management System
- Textbook Ch. 9: Managing Sources of Brand Equity
- Textbook Ch. 10 Measuring Outcomes of Brand Equity

July 31  Session # 7B  7:45 – 9:15  
Challenges to Brand Equity

Case 5:
- Altius Golf and the Fighter Brand

Deliverable:  Team Case Analysis Due by 4:00 pm

Tuesday, August 5: Team Project Presentations in 315 Gerlach Hall

August 5  Final Presentations  6:00 – 9:15  
Team Project Presentations: Brand Audit

Notes:
- 20 minutes, inclusive of Q&A
- Please Note the Day (Tuesday) and Location (315 Gerlach Hall)
Cases Analysis Questions

**Case 1. Eileen Fisher: Repositioning the Brand**

1. How is the Eileen Fisher brand story embodied in its products, stores, employees, and marketing? What are the core brand associations associated with the brand?
2. How healthy is the brand at the time of the case? Is brand equity increasing, decreasing, or holding steady over time?
3. Should Eileen Fisher reposition its brand to target the emerging and/or the nascent segments? What are the pros and cons of repositioning the brand to appeal to each target?
4. How should Eileen Fisher reposition its brand? Specifically, address the pros and cons of the following brand actions: a) change its existing brand to appeal to emerging women? b) to nascent women? c) launch a sub-brand to appeal to emerging women? d) to nascent women? e) Should the sub-brand include the Eileen Fisher name?
5. What do you think will happen to the value of the brand in the future?

**Case 2. Evo Spring Spa: A Positioning Dilemma**

1. What is the current situation in the nascent Indian wellness market, and what should be Evoe’s approach in this market?
2. Identify and explain the variables used to define the consumer segments in the case.
3. Who is the target audience for Evoe Spring Spa? Why?
4. Which of the three positioning concepts identified by Evoe would you recommend? Why?
5. What suggestions would you make in terms of the implementation plan for the chosen positioning concept?

**Case 3. Introducing iSnack 2.0: The New Vegemite**

1. What are the core brand associations of the Vegemite brand (before Talbot’s team embarked on the social media campaigns)? Which actors and events played a key role in developing these associations?
2. In light of these historic factors, why did Talbot want to revitalize the brand?
3. Evaluate Vegemite’s brand image based on the social media research undertaken by Talbot and his team.
4. Compare the “How Do You Like Your Vegemite” (HDYLYV) campaigns and the “iSnack 2.0” naming campaign. Why were the results so different for each?
5. Should Talbot have used a brand extension to revitalize Vegemite? What should the goals have been of this extension? To whom should it have been targeted?
6. Given that sales growth is strong, should Talbot ignore the backlash against the brand extension (iSnack 2.0)?
Cases Analysis Questions, Continued

Case 4. Santa Fe Relocation Services: Regional Brand Management

1. How can Santa Fe stand out as a high-quality provider in customers’ minds?
2. How can Santa Fe reach and attract customers who would be willing to pay more for premium service?
3. How do Santa Fe’s characteristics, values and image align with potential customers’ needs and purchasing criteria?
4. How can Santa Fe adapt its household goods moving brand to promote its other services?
5. What effect will this have on the brand? Will it enhance or detract from the company’s message?
6. How much should the brand and the marketing materials be adapted in each country of operation?

Case 5: Altius Golf and the Fighter Brand

1. Why has Altius Golf lost market share? What will happen if Altius were to maintain status quo?
2. What should Altius’s objectives be? What trade-offs must it manage?
3. Analyze the economics of Altius’s overall golf ball business compared to its competitors and for the three proposed Altius product lines. What are the implications of this for the advisability of introducing Elevate?
   - What is Altius’s and its competitors’ 2012 revenue and gross profit?
   - What is the value of a point of market share for Altius?
   - What are the implications for Elevate, considering its unit contribution and gross margins compared to Victor TX and Victor?
4. Should Altius implement the Elevate strategy?
   - If so, what are the risks to the brand and how can they be managed? What sales result would you expect for each item in the line if Elevate is introduced?
   - If not, what are the alternatives, assuming the board expects growth in the profit contribution from the golf ball line? How would these restore Altius’s market and financial position, and what are their advantages and disadvantages?
5. Analyze the importance of brand perception in customer decision making and understand how this may vary by customer segment in this case.
Guidelines for Course Deliverables

Class Contribution:

Quality contribution to class discussions is a key component of learning in this class. This involves insightful comments, sharp analysis, active listening, and constructive participation. Needless to say, merely using up airtime does not translate into a higher contribution grade. Active and regular participation, being thoroughly prepared with the assigned readings and cases, and being able to apply learning from course material to the case / topic being discussed, are the three leading indicators of a high score on class contribution.

Individual and Team Case Analyses:

Each student is required to write two case analysis reports (Case # 1: Eileen Fisher is due on June 26, at 4:00 pm, and Case # 3: Introducing iSnack 2.0 is due on July 17, at 4:00 pm). Each individual case analysis report counts for 15% of the final grade. Each team (5 students per team) is required to write two case analysis reports (Case # 2: Evoe Spring Spa is due on July 3, at 4:00 pm, and Case # 5: Altius Golf is due on July 31, at 4:00 pm). Each team case analysis report counts for 10% of the final grade.

Case Analysis Questions are on pages 7 and 8 of this syllabus document. Page limit and formatting for each case analysis report: 7 pages, single-spaced, Times New Roman 12, with 1” margins on all sides; figures, tables and appendices can take up an extra 3 pages. Case Analyses have to be uploaded to the dropbox folder on Carmen. Delayed submissions will incur a grade point penalty for every six hours of delay.

Team Project: Brand Audit

Each team (5 students per team) is required to select a brand and perform a comprehensive Brand Audit. A Brand Audit has the following elements - History and Overview of the Brand, Key Challenges Facing Brand (challenges may relate to brand architecture, brand portfolio, brand extension, and/or brand revitalization), Brand Inventory (brand inventories are comprehensive summaries and evaluations of a firm’s marketing and branding program), Brand DNA / Architecture, Brand Elements evaluation, Competitive Landscape, Brand Exploratory (profiles of consumers’ brand knowledge structures from interviews, focus groups, surveys and other methods), Recommendations (strategic and tactical, short term and long term, dos and donts).

Project Deliverables: A two page report on project progress (brand chosen, research plan, preliminary insights) is due on July 10 by 4 pm (on Carmen), and final presentations (20 minutes, including Q&A) are on Tuesday, August 5, from 6:00 to 9:15 pm.