

**Brand Strategy**  
**Professor Tonya W. Bradford**

**Spring Term 2008**

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**CLASS SCHEDULE:** Tuesday & Thursday  
8a to 9:50a

***Course Description, Purpose and Goals***

More and more firms of all types have come to the realization that one of the most valuable assets they have is the brand names associated with their products or services. This course will take an intensive, hands-on look at how brands are created, nurtured and extended. Our premise is that brands are an essential, often overlooked component of any company's success. We will move quickly to a real-world exploration of the why's, what's and how's of brands.

Brand Strategy is an advanced MBA elective that addresses important branding decisions faced by organizations. Its basic objectives are to:

1. provide insight as to why brands matter;
2. develop a working knowledge of the concept of brand equity and how it is built;
3. develop familiarity with the important issues in planning and evaluating brand strategies (brand vision, brand positioning, brand elements, IMC plan, measurement, etc.);
4. provide the appropriate theories, models, and other tools to make better branding decisions; and
5. provide a forum to apply these principles.

In the course, emphasis is placed on understanding psychological principles at the customer level that will improve managerial decision-making with respect to brands. One aim of the course is to make these concepts relevant for any type of organization (public or private, large or small, etc.).

***Philosophy & Expectations***

My overall philosophy is that learning is a joint venture and a journey. To make the most of the journey, preparation is mandatory. The assignments will require students to grapple with the required readings, actively engage in class discussions and assess the materials in light of specific questions.

Given the interactive nature of this course, it is necessary that students commit to prepare in advance of class to ensure a rich learning environment.

This course requires extensive outside class preparation. You will need to budget 2-3 hours of time for reading and preparation for each hour we are together in class. A schedule of readings, cases and topics by class date is provided in this document.

For each class I expect you to....

- a) Read the assigned text. Read critically and note questions, comments and examples in WRITING. Occasionally I will ask you to submit your written notes.
- b) Read the assigned case. Be prepared to discuss using marketing concepts.
- c) Be prepared to discuss any topical articles that are relevant to what we are studying in class. Familiarity with daily / weekly business periodicals such as WSJ, Businessweek, AdAge and MediaPost's Marketing Daily newsletter (for a free email or RSS subscription, visit: <https://www.mediapost.com/?fa=r2c.check> ) is encouraged.
- d) There will be unannounced quizzes on the reading so come prepared.

### ***Course Materials***

Kevin Lane Keller, Strategic Brand Management, Prentice-Hall, 3<sup>rd</sup> Edition  
Kevin Lane Keller, Best Practice Cases in Branding: Lessons for the World's Strongest Brands, 3<sup>rd</sup> Edition

### ***Course Organization***

The course will be shaped around a group term-long brand management project. The project is to take a brand and conduct a brand audit. Every team must study a different brand, and brands are assigned on a "first come, first serve" basis. Once you have formed your groups, send me an e-mail with your brand and team members, and I will confirm whether or not the brand is available.

The requirements for the brand audit project are four assignments, as follows:

**Assignment One.** (1000 word limit—include word count at the end of the text; Exhibits do not count toward the word limit however they should amplify your analysis.)

This report should provide a snapshot of the current industry conditions in which your brand operates. It should include but not be limited to:

- o Industry size and overall sales trends for major product/service segments in units *and* dollars (past 3 years, please make this as

current as possible) – Please focus on US, but provide global figures if this is important to your analysis.

- Market share trends for major competitors
- Category profitability—which competitors or product segments are most profitable?
- New product or brand activity
- Major trends affecting the category (demographic, social-cultural, technological, regulatory, competitive, etc.)
- Promotional spending as % of sales
- Recent news of note (mergers, key shifts in direction if any)
- SWOT Assessment (Internal Strengths and weaknesses, External opportunities and threats)

**Assignment Two.** (1000 word limit plus exhibits)

This report should sketch your preliminary vision of a “mental map” for the brand in terms of the key brand associations.

**Assignment Three.** (1000 word limit plus exhibits)

This report should outline your preliminary depiction of the brand hierarchy for the brand.

**Assignment Four.** (2000 word limit plus exhibits)

The final report profiles the sources of brand equity and provides recommendations concerning how to build and manage equity for the chosen brand. After summarizing current and desired brand knowledge structures, you should outline creative and relevant directions for management of your chosen brand, providing justification where appropriate with course concepts. Your presentation should be a top-line summary of the key points.

**Evaluation:** All assignments are due at the beginning of class. Late assignments will not be accepted.

- Assignment One: SWOT analysis; Assignment Two: Mental Map; and Assignment Three: Brand Hierarchy (25 points total)
- Assignment Four: Brand Audit (25 points)
- Team Presentation of Brand Audit: Positioning and Brand Building Plan (10 points)
- Class preparation/participation including quizzes (20 points)
- Final Exam (20 Points)

**Groups**

The class will be divided into teams with four members each. Teams will be self-assigned to facilitate meetings and schedules. Each team will be responsible for developing and presenting a brand audit for their assigned project. Each team member will receive the same grade and is expected to

contribute equally. In the rare case that a team member does not contribute equally, their individual grade for the project may be adjusted accordingly. Peer evaluation forms are to be submitted at or before the final exam.

### ***Schedule***

The following schedule is subject to change. Changes will be announced via e-mail.

Week	Date	Topic	Chapter	Case(s)	Assignment Due
<b>1</b>	Jan 15	Brands / Consumers / Equity: An Introduction	1 & 2	Honest Tea (video)	
	Jan 17	Positioning	3 & 4	Red Bull	Teams & Brand
<b>2</b>	Jan 22	Building Brands I	5	Harley Davidson (video)	
	Jan 24	Building Brands II	6	Nudie (video)	Assignment 1
<b>3</b>	Jan 29	Building Brands III	7	American Express	
	Jan 31	Equity I: Managing	8	Mayo Clinic (video)	
<b>4</b>	Feb 5	Equity II: Measuring	9	Strawberry Frog (video)	Assignment 2
	Feb 7	Equity III: Outcomes	10	Snapple	
<b>5</b>	Feb 12	Building Brand Strategies	11	Marriott (video)	
	Feb 14	New Brands & Extensions	12	Dockers	
<b>6</b>	Feb 19	Workshop: Giovanini Commons			Assignment 3
	Feb 21	Lifecycle of brands	13	Accenture	
<b>7</b>	Feb 26	Team Presentations			Assignment 4
	Feb 28	Final Exam			

**Brand Strategy  
Peer Rating**

Each student is required to submit a peer rating form. This form is to contain an evaluation of each of your group members. The form will be kept in strict confidence. Please consider all contributions including:

1. Willingness of the individual to carry out jobs assigned.
2. Ability of the individual to meet deadlines.
3. Cooperation with other group members.
4. Quality of the individual's work.
5. Individual's overall contribution to discussion, analysis, and completion of the group projects.

Allocate 100 points among all group members (yourself included) in accord with their contribution. For example, if you group had 4 members and all shared equally in the work, each would receive 20 points. In contrast, if one person carried half the load, s/he would receive 50 points and the remaining 3 people would share the other 50 points according to their efforts. Please also provide any comments about your group you that you think would be informative to me.

This form should be submitted either at the final class session or along with your final exam.

	<u><b>Name of Group Member</b></u>	<u><b>Points</b></u>
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
		100 points

*Comments:*