

Brand Management Syllabus'08

Berk Ataman, PhD

Assistant Professor of Marketing

Department: Marketing Management

Email: bataman@rsm.nl

Room: T10-23

Telephone: 010-4082612

Course Objectives

This document and other material will be posted on the BlackBoard.

Brands are the most valuable asset of many firms. Too often, however, marketing decisions such as product design or distribution are taken independently from each other without a clear consideration of their consequences for brand equity. Universities are generally not helping: marketing courses are often developed around the four Ps of product, price, place and promotion. Although useful to introduce marketing concepts, this compartmentalized portrayal of marketing implicitly fosters a vision of these tasks as essentially independent from one another.

Brand Management takes a different perspective. The course promotes a more holistic understanding of business based on the assumption that branding serves a fundamental strategic function. Accordingly, branding is the kernel of a firm's activity; not another aspect of marketing, but marketing itself.

Brand Managers are responsible for planning and directing the entire marketing program for a given brand or a group of brands. In a way, it is like running their own businesses – brand managers have profit and loss responsibility for their brands. The main objective of this course is to walk students through the steps required to build brand assets and create enduring competitive advantage for brands.

This course endorses a practitioner, more than academic, focus and is designed as an MBA-level introduction to the issues faced by brand stewards. Stressing this applied focus, the course makes extensive use of the case method.

Grading & Course Requirements

The course format is ambitious and requires your active participation. Coherently with the course’s practical orientation, the assignments are designed to sharpen your ability to conceive and deliver outstanding branding insights in real-world situations.

Proficiency will be calculated on a scale from one to 100 and the percent score will then be translated into the conventional grading scale. You can harvest points from four different sources as shown in the following table. Details on these course requirements are discussed subsequently.

<u>Grading Element</u>	<u>Graded</u>	<u>Points</u>
Case Write-ups	in groups	35
Brand Audit Report	in groups	15
Class Participation	individually	20
Final Exam	individually	30

The assignments serve a number of purposes: (a) to ensure maximum learning from the course; (b) to help you pacing your work rhythm; (c) to improve your communication skills; (d) to sensitize you to branding practices in the marketplace; (e) to improve your ability to work in teams; and, last, (f) to assess your ability and effort.

Course Material

There is no textbook for this course. Instead I compiled a number of articles on the core issues covered in each session and related cases studies. Of course, there are a number of Brand Management textbooks around. You may wish to use them as supplementary material. Two frequently assigned textbooks on branding are:

Kevin Keller’s “Strategic Brand Management” (Prentice Hall) and Jean-Noel Kapferer’s “The New Strategic Brand Management: Creating and Sustaining Brand Equity Long-term” (Kogan Page).

A booklet containing the reading materials for the weekly case discussions has been prepared for you (for a copy of the booklet go to T10-28). This case booklet is a fundamental companion to the course.

Case Write-ups (35 points)

During the course we will discuss seven cases six of which are provided in the case booklet. CoolBrands material will be distributed in class.

1. Security Capital Pacific Trust (HBS)
2. Procter & Gamble, Italy (HBS)
3. Cacharel Parfums de L'Oreal (INSEAD)
4. Brand Consolidation (LBS)
5. Product Team Cialis (HBS)
6. Burberry (HBS)
7. CoolBrands Project (NL)

You are asked to hand in your answers to a set of questions that will be posted on BB one week in advance (with the exception of the first case for which the discussion questions will be communicated during our first meeting). The document has to be maximum two pages long (single spaced, 12-point type).

The case write-ups will be done in groups. The group size is five persons and you will be required to register the groups in the first week (more information about the groups is provided below).

As a preparation for each case discussion, first you should – individually and carefully – read the case. Your group should then meet to talk about the discussion points. Based on this meeting, your group should sum up the answers to the questions in a two-page document. When formulating your answers please consider the following:

1. The recommendations must be tightly argued. You may use “bullet” point format, but make sure that you convey all your thoughts.
2. Do not simply restate the data from the case. I am already familiar with them!
3. Take every opportunity to support your arguments with the case data. Whenever possible, provide supporting evidence from analysis of the case data. Don't be afraid of number crunching!

The grade for this assignment will be based on an assessment of the quality of the write-ups. The score for this part will be an average of the grades received on all assignments. **To pass the course each group must hand in all case write-ups!**

CoolBrands Case:

This case is different from the other as it is going to be run by Coolbrands folks (see below for more information) and real brands. The project (Coolbrands roadshow) seeks to create a platform for university students to interact with brands. In guest lectures students are exposed to recent branding stories directly from the brands. More specifically, brands share a branding challenge in the class and students are invited to write a short paper on one of the challenges posed by the brands. This short paper will be graded as the CoolBrands case write-up. Students who are interested can take part in an online case contest between universities by building up on this short essay. The material for this case is going to be distributed in class.

What's CoolBrands?¹

The search for Cool started in 2003 when Maarten Schäfer en Anouk Pappers defined a number of qualitative criteria that typify Cool Brands. Maarten en Anouk gathered those brands that are stylish, desirable, innovative and rebellious – all in their own way. Now, the third edition of 'The Guru Book: cool brands' has been released and over 100.000 consumers in 14 countries participated in the online CoolBrands Selection.

Cool Unlimited is expanding – just as the brands Cool Unlimited views do. We too have taken our expertise and research to a new level. For several years now Cool Unlimited has been involved in branding and communication projects, such as 'The Internet Monitor' and 'SuperBrands'. In cooperation with several brand experts Cool Unlimited decided to upgrade the SuperBrands project: it will soon be available as a study book on university level. This new project is named CoolBranding, which covers the scope and context pretty well. After all, cool brands are those we keep on focusing on. In the book, innovative developments, branding models and successes will be illustrated in an educational yet fun way. The result will thus be useful as a study book, as a reference for marketers and as a gift for relations.

'Our desire to succeed is matched only by our desire to help others succeed as well'. This vision marks all of our projects. The Guru Book, Super Brands and Cool Branding all aim to bring people closer to the existence of Cool Brands, and we hope you'll find the road trip to becoming, being and staying a Cool Brand as much fun and exciting as we do.

¹ Source: www.coolbrands.org

Brand Audit Report

(15 points)

Students will form brand management teams to work on this report. Your assignment is to take a brand and conduct a brand audit. Every team must study a different brand, and brands are assigned as fairly as possible. The goal of the brand audit is to assess its sources of brand equity and suggest ways to improve and leverage that brand equity. Brand audits are made up of brand inventories (comprehensive summaries of a firm's marketing and branding program) and brand exploratories (in-depth consumer profiles).

Brand Inventory: a current comprehensive profile of how all products and services are marketed, branded and sold by a company (supply side).

1. Identify all brand elements (logos, symbols, characters, packaging, slogans, trademarks)
2. Identify the inherent attributes of the product/idea/service (pricing, communications, distribution policies, other relevant marketing activities)
3. Profile direct and indirect competitive brands for points of parity and points of difference.
 - a. Understand what consumers' current perceptions may be based on
 - b. Assess the consistency and continuity of marketing programs
 - c. Assess perceptions of line and product extensions by customers and distribution channel

Brand Exploratory: An investigation of consumer knowledge of the brand, awareness, and the strength, favorability and uniqueness of associations (category, use, brand promise...). Research activity is directed to understanding what consumers think and feel about the brand and its corresponding product category in order to identify sources of brand equity.

1. Analysis of prior research studies (internal, external)
2. Analysis of media (trade magazines, business publications and company sources) interpretation of brand and product category (to substitute for interview internal personnel)
3. Analyze qualitative research generated by classmates
4. Generate exploratory quantitative survey and analyze results
 - a. Uncover current knowledge structures for the core brand and its competitors. Develop a detailed and accurate profile or "mental map" of brand knowledge structures from the brand exploratory
 - b. Determine depth and breadth of brand awareness, brand image and necessary points of parity and points of different with respect to competition.

Recommendations for brand positioning and marketing strategy:

1. Make recommendations to move from current brand image to desired brand image; which new associations? Strengthen which associations or eliminate which undesirable ones? What is optimal positioning?
2. Identify a marketing strategy/program to deliver desired positioning. How can brand equity be built and how can it be effectively leveraged into new product categories to maximize profits? To answer this question, students will critically analyze current marketing programs and make suggestions for new marketing programs.

Teams are not required to hand in written reports. Instead each team will present the Brand Audit Report. The presentations (on May 14 and May 15) will be 20 min long and will be followed by a brief discussion. Attendance, by other students, to these presentations is optional. The grade for this assignment will be based on an assessment of the quality of the work and the presentation. **To pass the course each group must complete this assignment!**

Class Participation (20 points)

The course is designed to match brand management electives taught at world-class MBA programs. Its format is inherently different from that used in most MSc-level courses. The success of this attempt relies heavily on the quality of the exchange of ideas that the class will be able to enact. Case-based learning implies that learning is our shared responsibility. During case discussions a poorly prepared class invariably leads to an unrewarding experience for all involved. Thus, the long-term benefits of this course will be proportional to the extent you make this course your project.

Whether for a case discussion or for an interactive lecture you are expected to come to class prepared. This means to be able to contribute to an informed exchange about the topic of the class and to have well-developed points of view about the cases and other reading material.

Your participation will be judged based on four criteria: the frequency of your attendance, the quantity and quality of your comments and your ability to facilitate a constructive discussion.

Throughout the course be prepared and be ready to participate!

Final Exam (30 points)

A closed book three-hour exam will take on May 22, 2008 between 18:30 and 21:30 (re-examination on August 11, 2008 between 18:30 and 21:30, however I hope that you won't need to use this second opportunity), and will assess your learning and effort. The exam will consist of a case write-up. It will probe your understanding of the tools discussed during the course as well as your ability to apply these tools to real business situations. **To pass the course the minimum score for this part is 10 points!**

About the Groups

You are free to choose the composition of the groups for the two group assignments. In total, these assignments will account for 50% of the final grade and it is therefore important that you feel comfortable working with your team members.

For the case write-ups and the brand audit report you can either work with the same group or create different groups for the two assignments. On the one hand, there are obvious advantages in working throughout the term with the same group of people. On the other hand, there could be good reasons for creating different groups for the two assignments. For example, for the case write-ups you will need to meet and discuss the cases before class and it is therefore important that you are all able to meet on a regular basis. This is less of an issue for the brand audit report, where you might instead want to maximize the skill set of the groups by selecting team members with varied background and experience. The only requirement is that groups need to number between four and six people (maximum of 10 teams in each session). For the rest it's entirely up to you to create the groups.

All team members are expected to contribute to the group assignments. Free-riding will not be tolerated. Each team member will be given the opportunity to submit evaluations of the other team members' contributions. Before using this option please carefully consider its implications and whether you can address the issue within the group. Take up on this opportunity, however, if you feel that this is the only way you can address a serious free-riding problem.

Working in groups can be of great value to help you maximizing the learning from the course. Working in a group however is not always easy. Friction and disagreement can pose substantial problems for groups, potentially leading to stress and dissatisfaction. Managing group work is therefore one of the learning objectives of this course. This means that you should try to solve potential problems by yourselves in a mature and responsible way. However, in case of serious problems talk to me before the situation becomes irreparable.

Other Issues

Contact. If you have questions about the course content, procedures or assignments please first ask your colleagues. However, if they cannot help you do not hesitate to contact me. You can meet me in person. I usually meet students on Friday afternoons. Send me an e-mail to book an appointment or reach me by phone (see cover page).

Re-grading. Although I will do all I can to avoid mistakes, when grading assignments errors are always possible. Students are therefore given the opportunity to ask for a re-grading of any assignment if they feel I committed an error. The request for re-grading should be submitted in writing within a week from the communication of the results with a detailed explanation of the reason for the request. Re-grading is meant to increase the fairness of the process, not to allow whiny students to improve their grades. Please consider carefully whether a genuine mistake has been committed before requesting a re-grading.

Course Schedule

A detailed course schedule is presented in the following pages. The schedule may be subjected to changes during the term. It is your responsibility to keep informed about the course progress and, in particular, about assigned readings and deadlines.

Introduction to Branding

Date

Group1 - 26/03 (T3-39)

Group2 - 25/03 (T3-24)

Content

Intro: Course content and procedures, Introduction to case method

Lecture: Introduction to brand management

Readings

1. This syllabus
2. Low and Fullerton (1994), "Brands, Brand Management, and the Brand Manager System," *Journal of Marketing Research*, 31, 173-190.

Deadlines

None

Brand Positioning

Date

Group1 - 28/03 (G3-21)

Group2 - 27/03 (T3-17)

Content

Lecture: Brand Positioning

Readings

1. Keller (1999), "Brand Mantras: Rationale, Criteria and Examples," *Journal of Marketing Management*, 15, 43-51.
2. Keller, Sternthal, and Tybout (2002), "Three Questions You Need to Ask about Your Brand," *Harvard Business Review*, 9, 80-86.

Deadlines

Registration of groups for case write-ups and brand audit report

Brand Strategy

Date

Group1 - 31/03 (T3-39)

Group2 - 01/04 (T3-24)

Content

Case Discussion: Security Capital Pacific Trust: A Case for Branding (HBS)

Readings

1. Security Capital Pacific Trust: A Case for Branding (HBS)

Deadlines

Submission of SCPT case write-up

Brand Equity

Date

Group1 - 02/04 (T3-39)

Group2 - 03/04 (T3-17)

Content

Lecture: Brand Equity

Readings

1. Keller (2001), "Building Customer-Based Brand Equity", *Marketing Management*, 10, 15-19.
2. Roedder-John, Loken, Kim, and Monga (2006), "Brand Concept Maps: A Methodology for Identifying Brand Association Networks," *Journal of Marketing Research*, 43, 549-563.
3. Ailawadi, Lehmann and Neslin (2003), "Revenue Premium as an Outcome Measure of Brand Equity," *Journal of Marketing*, 67, 1-17.

Deadlines

None

Designing Marketing Programs

Date

Group1 - 07/04 (T3-39)

Group2 - 08/04 (T3-24)

Content

Case Discussion: Procter & Gamble, Italy: The Pringles Launch (HBS)

Readings

1. Procter & Gamble, Italy: The Pringles Launch (HBS)

Deadlines

Submission of P&G case write-up

Brands & The Marketing Mix

Date

Group1 - 09/04 (T3-39)

Group2 - 10/04 (T3-17)

Content

Lecture: Designing Marketing Programs to Enhance Brand Equity

Readings

1. Lodish and Mela (2007), "If Brands are Built over Years, Why are They Managed over Quarters?," *Harvard Business Review*, July-August, 104-112.

Deadlines

None

CoolBrands Project

Date

Group1 - 11/04 (G3-21)
Group2 - 17/04 (T3-17)

Content

Case Briefing: CoolBrands Roadshow Heinz/Philips

Readings

None

Deadlines

Submit (by e-mail) CoolBrands case write-up on 18/04 (Group 1) or 24/04 (Group 2).

Brand Revitalization

Date

Group1 - 14/04 (T3-39)
Group2 - 15/04 (T3-24)

Content

Case Discussion: Cacharel Parfums de L'Oreal: Decoding and Revitalizing a Classic Brand (INSEAD)

Readings

1. Cacharel Parfums de L'Oreal (INSEAD)
2. Keller (1999), "Managing Brands for the Long Run: Brand Reinforcement and Revitalization Strategies," *California Management Review*, 41, 102-124.

Deadlines

Submission of Cacharel case write-up

Brand Architecture

Date

Group1 - 21/04 (T3-39)
Group2 - 18/04 (G3-21)

Content

Lecture: Brand architecture and brand extension

Readings

1. Aaker and Joachimsthaler (2000), "The Brand Relationship Spectrum," *California Management Review*, 42 (4), 8-23.
2. Volckner and Sattler (2006), "Drivers of Brand Extension Success," *Journal of Marketing*, 70, 18-34.

Deadlines

None

Brand Consolidation

Date

Group1 - 23/04 (T3-39)

Group2 - 22/04 (T3-24)

Content

Case Discussion: Re-Positioning Unilever's European Ice-Cream Business (LBS)

Readings

1. Brand Consolidation: Re-Positioning Unilever's European Ice-Cream Business (LBS)
2. Kumar (2003), "Kill a Brand, Keep a Customer," *Harvard Business Review*, December.

Deadlines

Submission of Unilever case write-up

Brand Communication

Date

Group1 - 25/04 (G3-21)

Group2 - 24/04 (T3-17)

Content

Lecture: Brand communication

Readings

1. Reid, Luxton and Mavondo (2005), "The Relationship between Integrated Marketing Communication, Market Orientation, and Brand Orientation," *Journal of Advertising*, 34.
2. Leuthesser, Kohli and Suri (2003), "2 + 2 = 5? A Framework for Using Co-branding to Leverage a Brand," *Brand Management*, 11 (1), 35-47.

Deadlines

None

From Design to Implementation

Date

Group1 - 28/04 (T3-39)

Group2 - 29/04 (T3-24)

Content

Case Discussion: Product Team Cialis: Getting Ready to Market (HBS)

Readings

1. Product Team Cialis: Getting Ready to Market (HBS)

Deadlines

Submission of Cialis case write-up

Retail Branding

Date

Group1 - 06/05 (T3-31) – Note that the session starts at 14:00.

Group2 - 06/05 (T3-24)

Content

Lecture: Retail branding

Readings

1. Dekimpe and Steenkamp (2002), "Lessons to be Learnt from the Dutch Private-Label Scene," *European Retail Digest*, 33-35
2. Parker (2006), "Befriending the Private Label," *Harvard Business Review*, 2, 61-62

Deadlines

None

Grand Finale

Date

Group1 - 07/05 (T3-39)

Group2 - 08/05 (T3-17)

Content

Case Discussion: Burberry (HBS)

Lecture: The future of branding

Readings

1. Burberry (HBS)
2. Dawar (2004), "What Are Brands Good For?," *Sloan Management Review*, 46, 31-37.
3. Rust, Zeithalm and Lemon (2004), "Customer-Centered Brand Management," *Harvard Business Review*, September.

Deadlines

Submission of Burberry case write-up

Brand Audit Report Presentations

Date

Group1 - 14/05 (T3-39)

Group2 - 15/05 (T3-17)

Content

Brand Audit Report Presentations

Readings

None

Deadlines

None