



## **MBA 648 BRAND MANAGEMENT**

**FALL 2009**

**Meeting: Thursday 6:30 – 9:20**  
**206 Bryan Building**

*“Education is not preparation for life; education is life itself.” (Origin unknown)*

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Office Hours: Tuesday & Thursday 3:30-5:00 and by appointment

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### Required Materials:

*“The intelligent man learns from his own experience; the wise man learns from the experience of others.” (Origin unknown)*

1. *Strategic Brand Management*, 3<sup>rd</sup> edition, Kevin Lane Keller, Prentice-Hall.
2. *Best Practice Cases in Branding*, 3<sup>rd</sup> edition, Kevin Lane Keller, Prentice-Hall.
3. Additional readings and lecture notes are distributed through Blackboard.
4. *Brand Week* – [www.brandweek.com](http://www.brandweek.com) (recommended)

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### ***Catalog Course Description: Prerequisite: MBA 606***

The evolving nature of branding over time and the interaction of managerial actions to produce consumer understanding and response to brands in both domestic and global markets.

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### **Course Objectives**

A brand name, and its associated brand equity, is one of the most valuable assets any firm has. However, management education has not paid sufficient attention to managing brands, as the statement below suggests:

*“The MBA should stand for ‘Murderer of Brand Assets.’” (Larry Light, Marketing Consultant & Chairman of the Coalition for Brand Equity)*

To address this oversight, and to allow students to apply concepts learned in MBA 606, Marketing Management, this course addresses important branding decisions faced by organizations. The course objectives are: 1) to increase student understanding of the important issues in planning, implementing and evaluating brand strategies; 2) to provide relevant theories, models and tools for the making of brand decisions; and 3) to provide a forum for students to apply these principles.

### **Class Format**

The course consists of lectures (slides are made available on BB 1-hr before class), exercises, case analysis and discussions, and a brand audit project. In the first half of each class, a lecture including discussion and experiential exercises will occur. Video cases will be used to highlight key concepts and the relevance for any type of organization (public or private, large or small, etc). In the second half of each class, each team will lead the discussion on the company and brand in the featured case. Prior to the next subsequent class meeting, the presenting team members will receive feedback via email on their overall performance and presentation.

## Course Requirements and Evaluation

In-class participation and performance	20%
Individual Case Analysis	30%
Weekly Group Case Lead*	20%
Brand Audit Group Project*	30%

## Grading Scale

A	94-100	C+	78-79
A-	90-93	C	73-77
B+	87-89	C-	70-72
B	83-86	D	60-69
B-	80-82	F	Below 60

\* 50% of the individual's grade will be determined by your team member's evaluation of your performance and contribution toward the successful completion of the assignment.

Note: There are no exams in this course. It will be up to students to learn the brand strategy concepts and terminologies explained in lectures, readings and articles and to accurately and persuasively apply them in the case analysis, group case presentation and brand audit project.

\*\*\*All written assignments should be turned in at the beginning of the class on the due date. **Late submissions will not be accepted.**

**Note:** Grades are non-negotiable and final grades can only be changed to correct calculation or input errors on my part. If you have questions as to the validity of a grade this must be brought to my attention in writing within one (1) week of the day/date the grade is posted.

Grades WILL NOT be determined by a standard bell curve whereby the majority of the class receives a 'C' and the minority receives otherwise. Rather, grades will strictly depend on the number of points accumulated relative to the total number of points allotted in the course.

**\*\*Note:** All submitted work can be easily checked for plagiarism. To avoid discrepancies, be sure to cite appropriately works of others that you are referencing. Use APA style. See blackboard for a detailed document on the proper format for citations. For details on what constitutes plagiarism, please visit <http://academicintegrity.uncg.edu/>

## Class Participation (20%)

*"If you think you're too small to be effective, you have never been in bed with a mosquito." (Bette Reese)*

**Current Events:** Scanning the environment, you will soon identify changes in current marketplace conditions. Each week (sessions 1-6) you can choose to present an article, ad, news release, etc from any current publication or credible internet source. The topic should coincide with the topics for the class period. These discussions will increase your knowledge and fuel your thoughts as you complete the analysis for the Brand Audit project.. **Turn in a copy of the item with a short summary of the issue/relevance.**

Active student participation is essential to the learning process and to the success of the course. *Attendance in class is required at all times.* Students are expected to be fully prepared to discuss reading assignments. Participation points will be given based on constructive participation in class discussions and in-class exercises.

Below is a description of how your class contributions will be calibrated. As you will see, the emphasis is not on the amount of airtime one has, but the quality of the content offered:

**Outstanding Contributor.** Contributions in class reflect exceptional preparation. Ideas offered are always substantive, and provide one or more major insights as well as providing a fruitful direction for the class. Arguments are well substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

*Good Contributor:* Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes a fruitful direction for class discussion. Arguments, when presented, are generally well substantiated and are often persuasive. If this person were not a member of the class, the quality of discussions would be diminished considerably.

*Satisfactory Contributor:* Contributions in class reflect adequate preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the class. Arguments are sometimes presented, and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of discussions would be diminished somewhat.

*Unsatisfactory Contributor:* Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide few useful insights, and rarely offer a constructive direction for the class. Class contributions are few and far between. Many contributions are “cherry picking” efforts making isolated, obvious or confusing points. If this person were not a member of the class, the quality of discussions would not be changed or perhaps even improved.

### **Individual Case Analysis: (30%)**

Each student will select one case from the following list and create a written analysis. **THIS IS NOT A GROUP ASSIGNMENT.** The analysis must be typed, **12 point font, 1-inch margins, double spaced, 12 page maximum (not including appendices and exhibits).** Completed case analysis **(hard copy only) is due week 4, September 17<sup>th</sup>.**

Select one of the following cases:

1. General Electric: Branding in Business-to-Business
2. Dupont: Managing a Corporate Brand
3. Yahoo!: Managing an Online Brand

***General case write-up guidelines:*** Provide a coherent, well-organized analysis, not simply a list of arguments for or against a position. Be concise and do not spend time rehashing or paraphrasing the details of the case. Focus on the specific issues raised in the discussion questions and be as direct as you can in your answers. Grammatical errors, typos and poorly organized thoughts take away from the quality and credibility of your work and will negatively affect your grade. See case analysis document on blackboard for extensive guidance on how to prepare an analysis. **\*Pay close attention to all exhibits in the case.**

### ***Analysis Format***

Use headings and subheadings

Begin your written analysis with:

1. Brief overview of the company's key issue. (This should be no more than 1-page.)
2. Identify and briefly describe the competitor brands in the marketplace. (This may require you to go outside of the case).
3. Answer each question at the end of the case. Some questions have multiple parts – be sure to address each part.

### **Team Projects**

A total of 5 teams will be formed and announced before the first class meeting (see assignments at the end of this document). Some teams may have a member added/dropped following the add/drops for the class. It may become necessary to shift one or two individuals to balance out a team. Each team will be responsible for a group-lead case discussion and completing a brand audit.

**\*Every effort will be made to allow for your group to meet in the last 20 minutes of each class, with the exception of session 7.** If there are questions regarding the project, come see me early. Don't wait until the last week when it's too late to seek help.

### **Group-Lead Case Discussion (20%)**

Each team will be responsible for leading the case discussion in one class session. You may use PowerPoint, however, it is strongly suggested that you keep these slides to a maximum of 20. At the beginning, give a VERY BRIEF overview of the case (1-2 slides). You are expected to engage the class in a discussion of the key issues involved. This includes addressing the questions at the end of the case. You are not limited by just the case content. You are expected to add new information, examples, comparisons, competitor information, recent trends, video, product/package samples, etc., to bring the case to life in a current day context. Be sure to apply the relevant course concepts, frameworks and theories in your discussion. **\*Pay close attention to all exhibits in the case.**

### **Brand Audit Project (30%)**

An essential ingredient of the course is the brand audit project. The idea behind the brand audit is for you to conduct an in-depth examination of a major brand of your choosing. Every team must study a different brand, and brands are assigned on a "first come, first serve" basis. The goal of the brand audit is to assess its sources of brand equity and suggest ways to improve and leverage that brand equity. Your brand selection and rationale for selection must be submitted to me via email by **Monday, September 7<sup>th</sup>**. I will confirm via email to all team members if the brand is appropriate and whether or not the brand is available.

#### **Where to find brands:**

You can pick a brand you are familiar with or from the list of BrandZ's Top 100 Global Brands 2009, or the Interband & Business Week's Top 100 Brands. Here is a link to the Interband report summarizing the Top 100 brands.

[http://www.interbrand.com/images/BGB\\_reports/BGB\\_2008\\_US\\_Format.pdf](http://www.interbrand.com/images/BGB_reports/BGB_2008_US_Format.pdf)

**Companies and brands from Keller's Best Practice Cases in Branding text cannot be selected for the brand audit.**

### **Project Details:**

The brand audit will be based entirely on information from public secondary sources, company web sites, as well as your own professional experiences and insights. I do not necessarily expect you to conduct any surveys or primary research. Specifically, you will assess brand planning, building, and growth of your chosen brand. Addressing these questions as you examine your brand will allow you to do this.

#### ***Brand Planning***

The first element of a brand audit is a full description of the firm's current branding programs. This involves an analysis of the firm's brand hierarchy, brand portfolio, strategic branding alliances, the brand's current positioning in the marketplace, and how the firm is addressing branding through each of the marketing mix elements. Be sure to include brand elements (names, URLs, logos, symbols, characters, slogans, jingles, packaging).

Address the following:

- a. How would you characterize the positioning of your brand?
- b. Where are there the greatest opportunities to further enhance that positioning?

### ***Brand Building Assessment***

The second element involves assessing brand building capabilities. Address the following questions:

- a. How much brand resonance does your brand have?
- b. What have been the key marketing activities that have most contributed to the success of achieving its resonance and positioning?
- c. How would you suggest that they improve on their brand building activities?

### ***Brand Growth Assessment***

The third element involves assessing growth potential and providing recommendations. Address the following questions:

- a. How would you critique your brand's architecture?
- b. What is good and bad about its hierarchy?
- c. How does it fit into a broader brand portfolio?
- d. How well has it been expanded into new markets or channels?
- e. How would you judge its growth strategy?

### ***Final Report and Presentation***

Use headings and subheadings throughout your report.

The final report profiles the positioning of the brand, its sources of brand equity and provides recommendations concerning how to build and manage equity for the brand chosen. 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. The final written report should not exceed 20-typewritten pages in length (not including figures, references, or other supporting documentation), double-spaced, 1-inch margin pages, 12-point font.

### **Presentation**

Your presentation should be a top-line summary of the key points from your report.

Each team will have 30 minutes (25 min to present, 5 min Q&A). **Every member of the team must present.** The audience will evaluate each presentation.

The final written report is due at this time. A copy of your PPT overheads must be attached (2 slides per page).

### **Suggested web sites worth reviewing:**

BrandChannel (by Interbrand): [brandchannel.com](http://brandchannel.com)

BrandForward: [brandforward.com](http://brandforward.com)

McKinsey & Company (McKinsey Quarterly): [mckinseyquarterly.com](http://mckinseyquarterly.com)

Prophet Strategy: [prophet.com](http://prophet.com)

BuildingBrands: [buildingbrands.com](http://buildingbrands.com)

Brand Keys Research: [brandkeys.com](http://brandkeys.com)

Upshaw Brand Consulting site: [brandbuilding.com](http://brandbuilding.com)

Brand Republic: [brandrepublic.com](http://brandrepublic.com)

**Suggested supplementary reading (not required, but helpful for those interested in pursuing brand management):**

- ☐ *Journal of Brand Management* (accessible through UNCG library)
- ☐ *Brand Portfolio Management* by David Aaker (Free Press, 2004)
- ☐ *Building Strong Brands* by David Aaker (Free Press, 1996)
- ☐ *The Infinite Asset* by Sam Hill and Chris Lederer (HBS Press, 2001)
- ☐ *The Masterbrand Mandate* by Lynn Upshaw and Earl Taylor (John Wiley, 2000)
- ☐ *Uncommon Practice*, edited by Andy Milligan and Shaun Smith (FT Prentice Hall, 2002)
- ☐ *Brand Asset Management* by Scott Davis (Jossey-Bass, 2000)
- ☐ *Marketing Aesthetics* by Bernd Schmitt and Alex Simonson (Free Press, 1997)
- ☐ *Building Brand Identity* by Lynn Upshaw (John Wiley, 1995)

**Classroom Conduct**

We subscribe to the UNCG professional standards. Please arrive on time for class with uninterrupted attendance for the duration of the class. I will endeavor to end class on time. Furthermore, please maintain a professional atmosphere. This includes, but is not limited to, using respectful comments and humor, employing appropriate manners and decorum, utilizing computers and technology suitably (e.g., silencing wireless devices, no web-browsing or emailing), and refraining from distracting or disrespectful activities (e.g., avoiding side conversations and games). Refer to the following for more details on school policies and procedures: [http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf)

***Absence:*** If you miss more than 1 class in a 7-week session, you should not expect to receive a passing grade. If you must miss a class, the onus is on you to connect with your classmates to get up to speed on the material covered, handouts, etc.

**\*\*\*\*\*The instructor reserves the right to make changes to this document as needed.\*\*\*\*\***

Note that occasionally, changes in the schedule of the course, or in the assignments, are announced during class or via email. The marketplace changes constantly. As such materials may be added to increase your knowledge and efficiency in a particular subject area, as well as articles to read in preparation for the next class. It is your responsibility to connect with your classmates to ensure that you have received all of the changes, handouts, etc.

***Laptop Policy***

Computer use is not an absolute necessity in class and often proves to be a distraction rather than an aid in the learning process. **Therefore, I strongly suggest no open laptops in class.** However, if you use your laptop for efficiency in taking notes, you must restrict use to this activity only. Surfing, IM and other unrelated use of your laptop is not permitted in class.

***Academic Integrity:*** Students are expected to recognize their responsibility to uphold the Academic Integrity Policies of UNCG. Failure to do so will result in Academic Integrity Sanctions as stipulated by the university. You are encouraged to review these policies at <http://academicintegrity.uncg.edu/complete/>.

***Inclement Weather:*** We will follow the directions of the institution.

**MBA 648 Brand Management Introduction Talk Sheet**  
**Please complete for first class meeting, print and bring to the first class**  
**This sheet will be collected**

Name: \_\_\_\_\_

1) Current Employment \_\_\_\_\_

2) Undergrad major: \_\_\_\_\_

3) Years work experience: \_\_\_\_\_

4) List any other marketing classes you've had (include undergrad ):

\_\_\_\_\_

5) Rate your level of expertise with marketing (Circle one):

1	2	3	4	5	6	7	8	9	10
Marketing is too squishy for me			I can list the 4Ps of marketing			I can explain terms like positioning, PLC & competitive landscaping			P&G calls me for advice

**\* Your answers to 6, 7, 8, and 9 will be read aloud**

6) I think the best Brand is: \_\_\_\_\_

7) I think the worst Brand is : \_\_\_\_\_

8) My favorite Brand is \_\_\_\_\_

9) My favorite Brand tagline, slogan or character is \_\_\_\_\_

\_\_\_\_\_

10) What do you expect from this class?

\_\_\_\_\_

\_\_\_\_\_

# Brand Management

## Class Schedule

### Fall 2009

\* All chapter readings are from Keller's Strategic Brand Management (SBM)

\* All cases are from Keller's Best Practice Cases in Branding (BPC). Pay close attention to the case exhibits.

\* *Articles are posted on blackboard*

#### **Preparation for Session 1:**

Reading: Course Syllabus  
SBM~ Chapter 1

*Article: BrandZ Best Global Brands 2009*

Assignment: 1) Complete the information sheet on page 7 of this document. Print & turn in at session 1  
2) Select a brand from BrandZ Best Global Brands, or Interbrand Top 100 Brands (see link on p.4), or other personal favorite. Be prepared to discuss: What is your favorite brand? Why? What makes it an outstanding brand?

#### **Session 1: Thursday, August 27<sup>th</sup> Brands and Strategic Brand Management**

Reading: SBM~ Chapter 1

*Article: The Brand Report Card by Keller*

Assignment: Assess your brand:  
(1) Rate and critically evaluate your favorite brand using The Brand Report Card criteria.  
(a) What strengths can it leverage? (b) What weaknesses should it address?  
(2) Is the brand strongly positioned versus the competition or vulnerable? Why?  
(3) Why do brands matter?

In Class: Introduction to the course  
Introduction to Brands  
Brief syllabus overview and Brand Audit project

#### **Session 2: Thursday, September 3<sup>rd</sup> Building a Strong Brand**

Reading: SBM~ Chapter 2 and Brand Focus 2.0 (pp. 88-91)  
SBM~ Chapter 3

BPC~ Case: "Dockers: Creating a Sub-Brand," (Discussion questions, p. 219)

In Class: Lecture 2  
Group 1: Lead discussion of Dockers case

**Brand Selection and Rationale due via email by September 7<sup>th</sup>**



**Session 3:** Thursday, September 10<sup>th</sup> **Building Brand Equity**

Reading: SBM~ Chapter 4  
SBM~ Chapter 5 *skim only*  
  
BPC~ Case: “Red Bull: Building Brand Equity in Non-Traditional Ways,” (Discussion questions, pp. 91-92)

In Class: Lecture 3  
Group 2: Lead discussion of Red Bull case

**Session 4:** Thursday, September 17<sup>th</sup> **Brand Metrics and Value**

Reading: SBM~ Chapter 8 (pp 315-352)  
SBM~ Chapter 9 *skim only*  
  
BPC~ Case: “MTV: Building Brand Resonance,” (Discussion questions, pp. 115-116)

Assignment: **Individual Case Analysis due today (hard copy only)**

In Class: Lecture 4  
Group 3: Lead discussion of MTV case

**Session 5** Thursday, September 24<sup>th</sup> **Brand Integration**

Reading: SBM~ Chapter 6  
  
BPC~ Case: “Got Milk? Branding a Commodity” (Discussion questions, p. 48)

In Class: Guest Speaker: Mr. Gary Fly, Aha Water Company (tentative)  
Lecture 5  
Group 4: Lead discussion of Got Milk case

**Session 6:** Thursday, October 1<sup>st</sup> **Brand Growth**

Reading: SBM~ Chapter 11  
SBM~ Chapter 13  
  
BPC~ Case: “Snapple: Revitalizing A Brand” (Discussion questions, p. 345)

In Class: Lecture 6  
Group 5: Lead discussion of Snapple Case

**Session 7:** Thursday, October 8<sup>th</sup> **Brand Audit Presentations**

In Class: Brand audit report with copy of PPT slides is due today (hard copy only)  
  
Brand audit presentations, 30 minutes per team  
  
Peer evaluations must be turned in (hard copy only).  
  
Audience evaluation of each presentation

Brand Management  
Team Assignment  
Fall 2009

<i>Group 1</i>	<i>Group 2</i>	<i>Group3</i>	<i>Group 4</i>	<i>Group 5</i>
Johnson, Darek	Bryant, Krystle	Ahmad, Danyal	Dvoskin, Alan	Hall, Jaime
Maness, Brian	Kim, Eunah	Copeland, Raedene	Lu, Pei Yu	Ma, Su-Ting
Shah, Rutvee	Moody, Rachel	Kuo, CHIA-YU	Sato, Miki	Perfus, Sophie
Tai, Chih-Wei	Nguyen, Toan	Moten, Margaret	Wang, Jou-Ya	Padmanabhan, Parvathi
	Smith, Patrick	Sreekumar, Divya	Williams, Susan	Tsai, Pi-Wei