COURSE DESCRIPTION

- Strategic activity for Brand/Product Managers to build, manage and measure brand equity, aligned with the foundation of the customer/client brand model.
- As a function integrating with many other business disciplines with the corporate environment, including finance, sales, market research, R&D, Product Development and customer service.

Brand Management is a central focus in the field of Marketing. The field also borrows from other disciplines such as psychology, sociology, economics, organizational behavior, finance, accounting, and human resources. These perspectives are utilized by marketing managers for designing and implementing global branding strategies. Participants will be expected to become familiar not only with the brand management concepts reviewed, but also with their managerial applications. As understanding of brand management develops during this course, relations to important marketing issues in current-day context will be discussed through case studies, brand audits and class discussions.

COURSE MATERIALS

Required Text: Strategic Brand Management – 4th Edition; Keller, Kevin Lane – Prentice Hall

HBS Coursepack: https://cb.hbsp.harvard.edu/cbmp/access/28981151

LEARNING GOALS AND OBJECTIVES

- To develop the participant’s basic analytical skills, conceptual abilities and substantive knowledge in the field of brand management from a variety of applied perspectives which are interdisciplinary, cross-functional, and global.
- To develop an appreciation and understanding of how marketing research, marketing strategy, and basic research (e.g. buyer behavior) influence management of brands.
- To understand how branding can impact individuals, products, organizations, ideas, etc.
Everyone will work on a team research project that will require conducting a brand audit and developing a brand plan. This project will be written in the form of a business report, and presented in class. You will also analyze cases in class and lead class discussions.

Class attendance, participation, assignments, team presentations, and reports will also be evaluated. Additional readings will be assigned from web links and related reading materials. Teams will be self-selected in advance.

**Academic Integrity:**

It is required that all participants follow the Rutgers Business School Policy on Academic Integrity. This pertains to academic dishonesty including, but not limited to, cheating, plagiarizing, fabrication of information, etc. I will enforce the policy fully.

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<tr>
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<td>2 Revitalize Your Business</td>
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<td>3 Branding in the B2B world</td>
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<td>4 Tailoring your Strategy to fit the Culture</td>
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<td>5 Branding for Digital Marketing/Social Media</td>
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<tr>
<td>1 Abercrombie &amp; Fitch</td>
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<td>2 L’Oreal</td>
<td>311-118</td>
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<td>3 Coffee Wars in India</td>
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<td>4 Warby Parker</td>
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<td>5 Groupon</td>
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<td>6 Vogue</td>
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<td>7 Barnes &amp; Noble</td>
<td>613-073</td>
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<tr>
<td>8 YouTube</td>
<td>514-048</td>
<td>11/05</td>
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Discussion and Written analysis

We will review six cases. Your participation in these discussions is very important. Please read the case carefully and thoroughly and prepare a short set of notes (see Case study notes and Discussion questions) highlighting marketing strategy challenges, issues and recommendations prior to class.

Class participation

Each student must be prepared to participate in each and every class session. The instructor will call on everyone – not just volunteers. Quality of your comments (not just quantity) is the main criterion for evaluating class participation. Please remember that without participation, quality cannot be evaluated. In addition, evaluations include team leadership and sharing “real-world” applications.

Late Assignment Policy

Assignment (individual or group) are due on the dates/times identified. One letter grade will be deducted from any assignment submitted after the designated due date. Assignments not received by the end of the semester will receive a grade of F.

Make-Ups/Other Projects

NO MAKE-UP Exams, cases or additional projects will be permitted.

Class Structure

Class will be a combination of lecture, class discussions, case reviews, guest speakers and group projects. We will learn Band Management by applying techniques, procedures, analytics and current-day perspectives aimed to build and sustain Brand Equity.

Please be sure to prepare for our class discussions, by reviewing expectations stated in the syllabus; reading relevant text chapter(s), cases and articles assigned. Everyone is expected to participate and contribute to class discussions, case reviews, team cases and team projects.

All assigned deliverables are due on the date requested (see syllabus schedule). Lateness will result in a reduced grade.

Class sessions will include lectures, written and video case discussions, and guest speakers. The lectures will present practical and conceptual content on relevant current-day effective marketing strategies. We
will also synthesize what has been learned from the cases. Cases are designed to a) provide examples of
real-world situations to capture “lessons-learned”, and b) provide opportunities for applying strategic
concepts to real-world situations.

Expectations

a. **Class Participation**  
   - Overall Class Participation, Class readings, Discussion Cases
   - Leadership and teamwork on case presentation and simulation

b. **Individual Brand Audit** <see Brand Audit>  
   - Individual assessment, strategic evaluation and recommendations

c. **Team case (presentation)** <see Team Case Analysis>  
   (Due dates – see class schedule) Groups will consist of 3-4 (self-selected) students.
   - Analysis, synopsis and interpretation of Case Material
     Evaluation of Strategic Brand Management considerations and executed plans
   - Strategy Development, Implementation Plans
   - Presentation of Case
   - Sound rationale of Business objective, background and recommended strategy

Each group will deliver a fifteen minute presentation of their case. There is no set format for the
presentation. This is intended to clearly communicate the objective and mission of the case, marketplace
and brand assessment and the rationale behind your strategic and tactical marketing execution. A written
paper is NOT required. Handouts (if appropriate) are optional.

d. **Team Project**: self-selected teams; group paper/presentation (see requirements)  25%

e. **Exam**  
   <Take Home Exam>  25%

Student’s comprehension of concepts, strategies and relevant applications will be evaluated.
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<th>Date</th>
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<th>Chapter</th>
<th>Assignment</th>
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| 09/03  | Brands/Brand Management  
Article 1: Brand Relevance                                                   | 1       | Article                     |
| 09/10  | Customer-Based Brand Equity  
Article 2: Revitalize your Business                                           | 2       | Article                     |
| 09/17  | Brand Positioning  
Case 1: Abercrombie & Fitch                                               | 3       | Team Case                   |
| 09/24  | Brand Elements  
Article 3: Branding in the B2B world  
Team Case 2: L’Oreal                                                           | 4       | Article  
Team Case                   |
| 10/01  | Designing Marketing Programs  
Team Case 3: Coffee Wars in India                                              | 5       | Group Project  
Outline  
Team Case                   |
| 10/08  | Integrating Marketing Communications  
Team Case 4: Warby Parker                                                      | 6       | Team Case  
Brand Audit                   |
| 10/15  | Leveraging Secondary Brand Associations  
Team Case 5: Groupon                                                            | 7       | Team Case                   |
| 10/22  | Developing Measurement and Management Systems  
Article 4: Tailoring your strategy to fit the culture  
Team Case 6: Vogue                                                            | 8       | Article  
Team Case                   |
| 10/29  | Measuring Sources of Brand Equity: Capturing Customer Mind-Set  
Team Case 7: Barnes & Noble                                                    | 9       | Team Case                   |
| 11/05  | Measuring Outcomes: Capturing Market Performance  
Team Case 8: YouTube                                                           | 10      | Team Case                   |
| 11/12  | Designing and Implementing Branding Strategies                               | 11      |                             |
| 11/19  | Introducing and Naming New Products and Brand Extensions  
Article 5: Branding for Digital Marketing/Social Media  
<Exam Questions distributed – responses due (in class) 12/03>                   | 12      | Team Project  
Article                   |
| 11/26  |                                                                 |         | HAPPY THANKSGIVING          |
Individual Brand Audit and Brand Plan

The objectives of the Brand Audit and Brand Plan project are to provide insight on:

- **Understanding the Brand**: Determining brand positioning and value proposition from the perspectives of multiple stakeholders.
- **Crafting the Brand**: Planning and implementing brand marketing programs.
- **Building the Brand**: Building consumer-brand relationships and measuring brand performance.
- **Managing the Brand**: Growing and sustaining brand equity over time and across geographic boundaries.

The Brand Audit and Brand Plan project will involve each participant identifying a brand, conducting a detailed brand audit, developing a brand plan, and writing a report on that brand. While the brand audit will be mostly based on secondary data, any primary data or anecdotal evidence will help to strengthen the audit. The brand audit and brand plan will be written in the form of a brand consulting report, addressing brand evolution, brand performance, problem diagnosis, recommended solutions, implementation plans, and future directions.

**Brand Report Card (Brand Audit) Exercise**

- a. **Relevance** (page 3)
- b. **Pricing** (page 4 – last question)
- c. **Positioning** (page 5)
- d. **Portfolio** (page 6)
- e. **Integrated Marketing Activities** (page 7 – 1, 2, 4, last question)
- f. **Recommended Solutions, Implementation Plans**

**Team Case Presentation and Analysis**

An analysis of a case study involves the following steps:

1. Defining the issue(s)
2. Analyzing the case data
3. Generating alternatives
4. Selecting decision criteria
5. Analyzing and evaluating alternatives
6. Selecting the preferred alternative
7. Developing an action/implementation plan

Here are some considerations for a good case study analysis:

1. To begin your case study analysis, investigate the company’s background, structure, and growth.
2. Identify Brand strengths and weaknesses. Examine and make a list of brand value. For example, the company may be weak in product development, but strong in marketing.
3. Gather Information on the External Environment. Identify opportunities and threats. Areas to focus on include competition, bargaining power, and the threat of substitute products/offers.
4. Analyze Your Findings. Compare the strengths and weaknesses to external threats and opportunities. Determine if the company/brand is in a strong competitive position and decide if it can continue at its current pace successfully.
5. Identify Corporate Level Strategy. Identify and evaluate the company’s mission, goals, and corporate strategy. Analyze the company’s line of business along with its subsidiaries and acquisitions. Compare the benefits and risks of brand strategy.
6. Identify Business Level Strategy. Identify the company’s business level strategy. (Note: if it is a single business, the corporate strategy and the business level strategy will be the same.) Identify and analyze the company’s competitive strategy, marketing strategy, costs, and general focus.
7. Analyze Implementations. Identify and analyze the structure and control systems that the company is using to implement its business strategies. Evaluate organizational change, levels of hierarchy, employee rewards, conflicts, and other issues that are important to the company you are analyzing.
8. Make Recommendations. The final part of your case study analysis should include your recommendations for the company. Provide rationale; evaluate benefits and risks for your recommended strategy. Lastly, define and measure brand success.

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**Team Case** (Team grade)

- Groups will self-select 4 students per team
- Team cases will be assigned to each team
**Role of Team**

Scenario: Team members are part of a consulting firm hired by the sponsoring firm to:

- Oversee current market conditions (at the time of the case)
- Assess opportunities
- Present “realistic” and relevant strategic recommendations
- Provide appropriate rationale based on the knowledge gained from the content of the case

Team members will take on the role of a functional expert. These may include individuals from Marketing, Operations, Sales, Promotion, Customer Service, Finance, Product Management, Manufacturing, R & D

**Role of the Class**

Other class members serve key functional area team members who will be “own” the solution and recommendation. Their role is to:

- Seek to understand and provide input for background information
- Provide industry and marketplace knowledge
- Identify insight on consumer behavior and other potential impact to the success of this business

They will provide comments to clarify, and at times to reinforce, question or provide their own recommendation.

Note: Information provided and questions asked will be based on data and marketplace understanding (solely) from the case.

**Format**

- Fifteen minute presentation (all team members involved)
- Format open—Written paper not required

**Team Case Evaluation Criteria**

- Preparation/Organization
  - Materials delivered
  - Understanding of Business/Industry
- Rationale behind key decisions
- Recognition of key challenges
- Identification and clarification of Strategic Marketing opportunities, challenges and key issues
- Establishment of:
  - Relevant background information
  - Current (at the time of the case) marketplace conditions
  - Competitive Landscape
- Presentation content (not format)
-Ability to clarify, and respond to Questions
-Engage other team members and the entire class

Presentation will include evidence of a well thought-out marketplace understanding, evaluation of potential strategies and execution of a structured plan. This will include appropriate rationale to reinforce “lessons learned” for the recommended strategy.

Team Case Evaluation

Case:

Team Members:

1. Preparation/Organization
   -Set expectations
   -Material preparation/organization
   -Set objectives/expectations

2. Understanding of Business Industry
   -Current Marketplace conditions
   -Competitive Landscape

3. Strategic Recommendations
   -Assess opportunities
   -Recognition of key challenges
   -Realistic and implementable solutions
   -Provide appropriate rationale (benefits/risks) based on case content
   -Identification and clarification of opportunities and challenges

4. Team meeting
   -Engaging (class) team meeting

5. Comments

   Areas for improvement

   Grade:

Branding Team Project  [due 11/19]  (4 person team); group grade

Teams will be self-selected to “consult” on a ‘real-world’ strategic Brand Management project.

NOTE: Each team will use the (completed) individual brand audit from one of the team members
Project Plans will be developed, relevant market research will be designed and implemented, strategic recommendations along with a marketing plan will be prepared.

The purpose of this project is to provide hands-on experience developing a strategic marketing plan for a brand offer (that you will identify) for an existing or a new firm. You will have an opportunity to apply brand marketing concepts and research techniques learned in class. You will combine findings from both primary and secondary sources and develop specific strategic plans that apply for your selected offer.

Conciseness, logic, relevant rationale along with strategic marketplace understanding and brand creativity will be considered in the evaluation. Your ability to clearly explain and present your results will be reviewed. Finally, please be sure to link marketing concepts and terminology to your analysis.

Your team project report will be no longer than 10 pages, (12 font, double-spaced) not including appendices (not more than two additional pages) that include relevant charts, references, etc.

*Bibliography Requirement:* Identify source/date/author/author role/content/fact or opinion

Each group will deliver an in-class (15 minute) “Shark Tank” style presentation <to be emailed one day prior to the presentation>. The presentations will take place on either 12/3 or 12/10.

The team is expected to develop a marketing plan for the organization that your team has selected. Each group will address the following issues in the analysis:

1. A clear description of the organization (offerings, mission and vision).
2. What are the organization and brand strengths, areas for improvement along with the marketing objective?
3. What is the market/brand opportunity for the organization and how are various competitors positioned?
4. What are the brand advantages and weaknesses compared to other organizations?
5. What customer (client) segments are relevant for the firm’s offerings?
6. What is the unique value proposition for each segment and how do (should) they effectively engage these segments?
7. What is the Brand Strategy the brand plans to implement? (4P Strategy, Brand Positioning by segment)

**Requirement:**
   a) References: trade journals, business magazines, web searches*, interviews, text(s), other
b) The paper will be comprised of two sections

Section I  Background and Topic Coverage  40%
- Background on the topic  strategic marketing/brand impact
- Overview of subject content  trends, gaps, brand opportunity
- Case analysis  relevant case studies/lessons-learned

Section II  Application (6-12 month marketing plan)  60%
- Practical application of ‘real-world’ situation (12 month plan)
- Identify content from Section I and apply to current marketing situation
- Outline benefits and risks of recommended strategies
- Define success and methodology for measuring performance

*source/date/ author/author role/fact or opinion

Team Formed:  09/10
Topic/Outline Due:  09/17
Project Due:  11/19

Case Study Notes  <suggested in preparation for in-class case discussions>

I  Organization review
- “What Business Am I In”
- Offer description
- Features/Benefits/Value
- Segmentation/Targeting/Positioning Strategy
- Differentiation Strategy

II  Marketing Objective(s)
- Problem Definition
- Marketing and brand goals

III  Marketing Challenges and Opportunities
- Internal and External considerations
- Strategic Priorities
- Market Environment focus

IV  Key Issues
- Marketplace considerations (e.g. competitive threat, buyer behavior trends)
- Branding or positioning impact

V  Strategic Recommendations
- Proposed marketing solutions to the defined objective
- Rationale (benefits/limitations/priorities)
Case Class Discussion Questions

<for class preparation only – NOT required for individual/team cases>

1. **Case: Abercrombie & Fitch**
   - Outline the challenges of branding in a very highly competitive high fashion clothing market.
   - How does A&F differentiate and create brand uniqueness.
   - Review global brand considerations, retail focus and brand image goals

2. **Case: L'Oreal**
   - What is L’Oreal doing to engage the current day customer? (view by segment)
   - How are they executing their strategy to innovate, and develop a diverse positioning strategy?
   - Highlight global brand challenges and opportunities, including transition to digital marketing.

3. **Case: Warby Parker**
   - Review the process of marketing a “fashion” brand, and establishing a unique brand “culture”
   - Highlight how to differentiate in a very competitive and diverse marketplace
   - Describe the launch process, highlighting the opportunities/challenges to build an effective brand

4. **Case: Coffee Wars in India**
   - Outline the brand challenges of competing in the global beverage category.
   - Review (in-country) leader-challenger strategies and tactics.
   - Highlight considerations in developing effective segmentation/targeting/positioning strategies.

5. **Case: Groupon**
   - Describe the brand is sustainable competitive advantage.
   - Outline SWOT analysis for Groupon; highlighting marketability considerations.
   - How does Groupon balance their focus on both merchants and consumers?

6. **Case: Vogue**
   - Describe the branding/marketing/buyer behavior challenges of transitioning to a digital offer.
   - How can Vogue remain competitive as technology evolves?
   - Outline brand value and differentiation in this ‘commodity’ marketplace?

7. **Case: Barnes & Noble**
   - Describe the value proposition for a dedicated e-reader.
   - How can this brand and the overall industry leverage this technology?
   - How should Barnes & Noble position their brand in this ever changing marketplace?
8. **Case: YouTube**
   - Is YouTube a brand, a service, a product or a technology?
   - What are the expectations of a YouTube customer/client?
   - What types of brands (B2B/B2C) are best suited to leverage the power of YouTube?

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### Grading

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