

Summer 2013
STRATEGIC BRAND MANAGEMENT
Marketing 7376, Section 18839

Class time: Saturday, 8:30am to 3:30pm
Meeting room: 118 Melcher Hall
Prerequisite: MARK 6361

Instructor: John M. McKeever
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Office hours: By appointment

Textbook: Strategic Brand Management, 3rd edition by Kevin Lane Keller (eBook recommended)
Web address: www.uh.edu/webct (see instructions for logging on below)

Course description:

Brand management is the discipline that links strategic business objectives, marketing, and operations. High performance companies understand the importance of their brand and actively manage brand equity. This course will address the importance of brands, what they represent to customers, and what should be done by organizations to manage them properly.

Course objectives:

- Develop a fundamental understanding of brand management principles
- Construct information-based solutions for brand management
- Improve skills in delivering persuasive presentations
- Improve written communications skills
- Work effectively in teams

Typical format:

- 3 hours for lecture, discussion based on textbook or guest speakers
- 1 hour break for lunch/travel time
- 3 hours for group presentations, learning excursions, or group work on brand audit project

Expectations

- Active participation during class
- Don't be late – this class will start promptly
- Notebook computers are permitted for note taking only
- Notebooks will not be allowed during brand audit presentations or guest lectures as no notes are needed
- Notebooks may be needed for your final exam (details follow). If you do not have a notebook computer, I will make arrangements for you to use a lab computer. Please notify me of your need for this as soon as possible.
- Cell phones, blackberries, and beepers must be turned off during class. This includes checking email during class on your notebook computers. If you need to check email or take a phone call, please leave the classroom
- During exams, students will not be allowed to leave the classroom and return
- Remember your student identification number (not your SSN) as it will be used to post your grades on Vista
- Obtain directions (e.g., Google, MapQuest) in advance for all learning excursions

Grading

Grade distribution:

There are 300 points for your semester grade divided as follows:

Brand Audit Project		
20	Peer evaluation	You are required to submit your forms via email to me no later than <u>2</u> days after your presentation.
20	Presentation	Your presentations will be evaluated based on completeness and effectiveness. Half of these points will be awarded by the audience, the other half I will award.
80	Written grade	Please see the grading sheet for specific point breakdown. If your team is having difficulty moving ahead, please contact me immediately. Failure to do so <i>as early as possible</i> is unacceptable.
Writing Assignments		
80	There are two writing assignments which will often include some of exercise outside of class. Teams can work together on the assignment when applicable. Each submission should be between 1-2 pages. Writing assignments are due Friday prior to the following session and should be submitted online. These writing assignments are given instead of two exams. Each assignment is worth 40 points.	
Exam		
100	This exam will consist of a thoughtful white paper written to your executives or school administrators regarding brand management.	

Grading scale for semester grades:

A	279 and above
A-	270-278
B+	261-269
B	249-260
B-	240-248
C+	231-239
C	210-230

Important note about attendance:

Since this class is held over several Saturdays, missing one class is equivalent to missing several class meetings in a normal semester. Therefore, it is imperative that you attend all classes, **including the learning excursions**. Failure to attend the learning excursions will result in a 10% reduction in your point total **for the semester** for the day missed. Exceptions will only be made for illness or military service.

Ethics Policy from the Bauer College Dean's Office:

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook, <http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

Blackboard Vista Information for Students

Blackboard Vista is an online course system that provides a framework and tools for instructors to put course material and activities online.

Registered students are loaded into Blackboard Vista courses from the registration system. Starting a few days before classes start, registered students are loaded automatically into courses based on class numbers provided by instructors. Students who register late should allow at least 1-2 working days for their access to be enabled.

The Blackboard user name is the student's PeopleSoft ID. First-time student users of Blackboard Vista can get their PeopleSoft ID by using one of the following options:

- 1) In person in MD Anderson Library, Tech Commons on the main campus, Every day 8AM to 8PM excluding holidays.
- 2) By phone at 713-743-1411, Every day 8AM to 8PM excluding holidays.

Starting on the first day of classes, students can use their PeopleSoft ID, to log on to Blackboard Vista courses by going to <http://www.uh.edu/webct> and clicking the blue "Blackboard Vista" button.

A student's initial password uses the format mmddyya! where mmddy is the student's birthdate with a 2-digit year, and the letter 'a' is the first letter of the student's last name. The exclamation point is part of the password and must be entered. For example, new student Joan Smith born on April 1, 1984 would have an initial password of 040184s!. Blackboard user names and passwords are case sensitive. Students must change their passwords the first time they log on to Blackboard.

Support for students using Blackboard Vista is available in four ways:

- 1) Online at <http://www.uh.edu/webct> and "Student Help".
- 2) In person in MD Anderson Library, Tech Commons on the main campus, Every day 8AM to 8PM excluding holidays.
- 3) By phone at 713-743-1411, Every day 8AM to 8PM excluding holidays.
- 4) By sending email to support@uh.edu with the student's full name, course name and number, section number, instructor's name and a description of the problem.

Schedule

July 13th Introduction, Identifying and Establishing Brand Positioning/ Building Brand Equity

Chapter 1: Brands and Brand Management
Chapter 2: Consumer-based Brand Equity
Chapter 3: Brand Positioning
Chapter 4: Choosing Brand Elements
Chapter 5: Designing Marketing Programs
Chapter 6: Integrated Marketing Communications
Chapter 7: Leveraging Secondary Brand Knowledge
Brand Audit Report Discussion & Assignments
Class will end at 1pm (latest) for group meetings

Activities:

Writing Assignment: I Am a Brand
Group assignments
Brand audit project review/planning

July 20th Measuring and Interpreting Brand Performance

Chapter 8: Developing a Brand Equity Measurement and Management System
Chapter 9: Measuring Sources of Brand Equity: Capturing Customer Mindset
Chapter 10: Measuring Outcomes of Brand Equity: Capturing Market Performance
Learning Excursion: Fiesta, 90/Post Oak, Curtis Thompson, Regional Manager

Activities:

Writing Assignment: Endangered brands

July 27th Growing and Sustaining Brand Equity

Guest Speaker: Robin Swanger, Director of Global Marketing, Baker Hughes
Chapter 11: Designing and Implementing Brand Strategies
Chapter 12: Introducing and Naming New Products and Brand Extensions
Chapter 13: Managing Brands over Time
Chapter 14: Managing Brands over Geographic Boundaries and Market Segments
Presentation Skills

August 3rd Wrap-up

Activities:

Brand Audit Presentations
Final Exam Due

Brand Audit Project

You will pick from among a list of brands in class and conduct a brand analysis. The analysis will be based on information from secondary sources (e.g., business publications/trade journals), the textbook, and your group's professional experiences.

Please do not conduct any primary research (e.g., your own surveys).

You must identify your brand in the first class. No two teams will be allowed to present on the same brand.

Your report should about five single-spaced pages. Please include exhibits when appropriate. Your report must not exceed seven single-spaced, 12-point font, 1-inch margin pages. Exhibits can be added and are not included in the page total.

Your report should address the following issues:

- 1) Brand planning assessment – how would you characterize the positioning of your brand? What key marketing activities have been used to build brand equity? What are the greatest opportunities to further enhance that positioning?
- 2) Brand valuation assessment – how has your brand built equity? What methods should be used assess the value of the brand to the company?
- 3) Brand growth analysis – how would you critique your brand's architecture? What is good/bad? How would you judge its growth strategy?
- 4) Brand recommendations – based on your assessments, what should your company do to enhance its brand equity?

Writing Assignments

These assignments should be turned in online, the Thursday before the following class. Writing assignments are intended to give you a practical application of what was discussed in that session's class. Each submission should cover the questions listed, but should be brief in nature (i.e., answer the questions in bullet point form or simple paragraphs).

I Am a Brand

For this exercise, consider your career after graduation and your first post-MBA position. What kind of "brand" would you like to build for yourself? Address the following items:

- 1) Construct a mental map of how you would like others to see you. For example, what would you like fellow workers or supervisors to think of when your name came to mind?
- 2) Summarize the mental map in terms of a set of 3-5 core brand values.
- 3) Define your points-of-difference. What points-of-parity will you also need?
- 4) What brand mantra captures the essence of your brand positioning?
- 5) How will you go about achieving these strategic goals? How exactly will you promote yourself in terms of the three main ways to build brand equity?

Endangered Brands

Go to a local grocery store like Kroger or H-E-B. Walk through the store and identify two brands you consider to be weak in their category. For your writing assignment, document your reasons for their problems, and suggest prescriptive marketing measures.

Brand Equity Report

Create a Brand Equity Report for a brand of your choosing (choose a product brand not a corporate brand). Your task is to design the report and metrics, not collect data. What would you measure? Why is that measure important?

Brand Placement

Identify 2 brands that have appeared in movies or television shows. Discuss why the particular movies or shows were chosen and what the likely effect of the placement was on consumers.

Final Exam

Applying what you've learned this semester, draft a "white paper" for your senior management about what should be done to strengthen your corporate brand. If you are not currently employed, this white paper should be addressed to the Dean of Bauer College of Business. A white paper is a brief (not more than two pages) opinion piece that presents a challenge and your recommendations. This document should be composed with the executive in mind. Therefore, avoid jargon and ensure that any academic terms are described sufficiently. Many students have actually submitted this document to their executives and I would encourage you to do the same.