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Fall Quarter 2017  
Class Schedule: T/TH, **3:45-5:55p** pm  
Class Location: Pigott **INSERT**  
CANVAS: <https://seattleu.instructure.com/login>

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### **COURSE DESCRIPTION**

Some of the most valuable assets managed by organizations today are the brands associated with their products and services. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Therefore, effective brand management is critical for maintaining the long-term profitability of a company and for building a long-lasting relationship between the brand and the customer.

MKTG 4910, Brand Management, is an undergraduate level elective course designed for Marketing majors (MKTG 3500 is a prerequisite). The course examines organizational-level branding decisions, with an emphasis on the consumer-level psychological principles that influence the success of branding. It is designed to develop students' appreciation of customer-based brand equity and their ability to build, measure, and manage brand equity.

### **COURSE MATERIALS**

You will need the required texts and a course reader. All other material will be available on CANVAS.

- David A. Aaker, *Aaker on Branding* (2014), Morgan James Publishing (available at the SU Bookstore or Amazon.com)
- Youngme Moon, *Different: Escaping the Competitive Herd* (2010), Crown Publishing Group (available at the SU Bookstore or Amazon.com)
- Course reader (will be available at SuperCopy (206-296-6117), located underneath Bellarmine Hall)
- The most up-to-date information regarding this course can be found on CANVAS

Optional texts if you are inspired to go deeper. Not required for the class.

- David A. Aaker, *Managing Brand Equity* (1991), The Free Press (available at Amazon.com)
- Kevin Lane Keller, *Strategic Brand Management*, 4<sup>th</sup> Edition (2013), Pearson (available at the SU Bookstore or Amazon.com)

### **LEARNING OUTCOMES AND ACTIVITIES**

It is expected that upon completion of this course, you will be able to:

- Exhibit an understanding of the key principles of brand management
- Conduct a comprehensive brand audit
- Identify, analyze, and suggest strategies for building, reinforcing, and revitalizing brand equity
- Understand potential career paths related to brand management
- Demonstrate strong teamwork and communications skills

To achieve these learning outcomes, this course will utilize case discussions, lectures (including guest speakers), class presentations, and both individual and team assignments.

### **LEARNING ASSESSMENT**

Your performance will be evaluated based on individual assignments, team assignments, and class participation. Grades will be calculated based on the following components:

- Individual Components (45%)
  - Final Exam (20%)
  - Quizzes (15%)
  - Personal Brand Positioning Statement (10%)
- Team Components (40%)
  - Brand Audit Assignment (20%)
  - Brand Repositioning Assignment (10%)
  - Brand Elements Assignment (10%)
- Class Participation (15%)
  - Attendance & In-Class Contributions (10%)
  - Current Events in Branding (5%)

Your overall grade in this course will be determined based on your performance on these components, both in absolute terms and relative to your peers (i.e., other MKTG 4910 students). Keep in mind that your grade is not always a perfect indicator of your potential skills as a brand marketer; it reflects your performance on the set of assigned tasks, which are described in the following sections.

Unless otherwise noted, all assignments are to be submitted electronically (typically in CANVAS) by 4pm on the date specified in the schedule at the end of this syllabus. A hard copy of each assignment (one per team for team assignments) should also be brought to class on the date noted in the schedule. Please submit all assignments by the deadline. Because assignments will be discussed in class, late work will not be graded (no exceptions).

#### **INDIVIDUAL COMPONENTS (45% OF COURSE GRADE)**

##### **Final Exam (20% of course grade)**

The final exam is a comprehensive closed-book, in-class exam that will take place on **INSERT** in Pigott **INSERT**. The final will be a multiple choice/short answer exam based on lectures, readings, and in-class discussion. Please anticipate scheduling conflicts and let me know if you need to take the final exam early (no late exams will be administered).

##### **Quizzes (15% of course grade)**

*Scheduled Quizzes.* There will be three scheduled online quizzes. These will be available on CANVAS approximately one week prior to the due date. Each quiz may cover topics from readings or class discussion, as well as the content of brief videos (links will be provided on CANVAS). You should watch the accompanying videos in their entirety before completing the online quiz individually.

*Unscheduled Quizzes.* We will be discussing a number of case studies throughout the course, which are provided in the required course reader (which will be available at SuperCopy). Case discussion is an integral component of the course; therefore, you should be prepared to discuss all the assigned cases in detail. Unscheduled quizzes may be administered in class. The purpose of these quizzes is to assess your understanding of the case content, as well as material from assigned readings and lectures. They are unscheduled to encourage you to be attentive in class and to complete the assigned readings (especially the cases) consistently throughout the quarter. No make-up quizzes will be administered.

##### **Personal Brand Positioning Statement (10% of course grade) – see Detailed Assignment**

To manage any brand effectively, you must constantly be in touch with what you think about your brand and what your consumers think about your brand. It helps to have some language to pull these constructs apart: *Brand identity* is defined as the set of (aspirational) associations the company has of its brand; *Brand image* is defined as the set of (actual) associations consumers have with the brand. Understanding how the brand is perceived internally and externally is critical to build and manage a strong brand. This concept is equally useful in assessing and managing your personal brand.

### **TEAM COMPONENTS (40% OF COURSE GRADE)**

Students will be grouped into small teams by the second week of class. You should expect to spend time outside of class working with your teammates on the various team assignments. Your individual contributions to the team assignments are considered an integral aspect of the course. To ensure equal participation, team members will submit a Statement of Work (signed by all team members) along with each team assignment that describes the specific contributions made by each team member and quantifies the relative performance of each team member. Scores of individual team members may be adjusted to reflect uneven contributions. You may find it helpful to arrange a standing weekly team meeting (perhaps before or after class) as there will not be enough time during class to complete team assignments.

### **Brand Audit Assignment (20% of course grade) – see Detailed Assignment**

Your assignment is to select a well-established brand and conduct an audit for that brand. Every team must study a different brand, so we'll review the brands selections in class. The goal of the brand audit is to assess the brand's sources of equity and suggest ways to improve and leverage that brand equity. Thus, brand audits are made up of brand inventories (comprehensive summary of the existing marketing and branding program) and brand exploratories (the results of empirical research), followed by brand strategy and implementation recommendations.

### **Brand Repositioning Assignment (10% of course grade)**

Sometimes brands need to be repositioned to stay relevant to their current customers or to attract new ones. In this assignment, your team will identify a brand that it believes would benefit from repositioning and recommend a strategy for executing this change in customer perceptions. First, research this brand's customer base online and utilizing any library resources. Describe this brand's current customers. Second, justify why this brand should be repositioned. Has the brand lost market share recently? Is the brand losing the most profitable customers to competitive brands? Which customers should the repositioned brand target? Finally, propose a strategy for repositioning this brand. What should be the brand's key points-of-differentiation and points-of-parity with respect to competitors. How should they be communicated? For example, should the brand introduce new products or develop a new message that will resonate better with their target customers? How will the brand avoid alienating its current customers? Please prepare a 10 to 15 page engaging presentation (e.g. PPT) that your team will present to the class. Tell us a story. Sell it as if you are presenting to their senior leadership team of the company you have selected.

### **Brand Elements Assignment (10% of course grade)**

The purpose of this assignment is twofold. First, your team will have the opportunity to help an existing non-profit organization, Wayback Inn, articulate its brand essence (by creating a 6-word story) and its aspirational brand strategy (by creating an aspirational positioning statement). Second, you will have a chance to think creatively about the visual identity and design of the Wayback Inn's brand, and to make recommendations about its brand elements that are consistent with their proposed brand strategy. This assignment requires your team to create a brief Powerpoint presentation that explains and defends your team's 6-word brand story, aspirational positioning statement, and brand element recommendations for Wayback Inn. This presentation should be 3 slides maximum that your team will present in class to the Wayback Inn's Board member. If you'd like, however, you can include a 4<sup>th</sup> slide with other recommendations/ideas for the Wayback Inn team that do not relate directly to this branding assignment.

In addition, the assignment requires your team to prepare a marketing brochure that fits on a single piece of paper (it can be folded any way you like) that Wayback Inn might be able to include when sharing more information about their organization and when soliciting for donations from businesses and retailers.

### **CLASS PARTICIPATION (15% OF COURSE GRADE)**

#### **Attendance, Professionalism, and Participation (10% of course grade)**

*Attendance.* Class attendance is mandatory. It is strongly recommended that you attend all sessions and remain in the classroom for the duration of class. If you must miss all or part of a class due to unavoidable circumstances, please inform me beforehand by clicking on the “Notifications” link in CANVAS (sending me an email to inform me about your absence is not necessary).

*Professionalism.* I expect you to complete the assigned reading (especially the cases), to be on time for class, and to be respectful to me and to each other. To provide an optimal learning experience, please refrain from activities that may distract others. Such activities include arriving late, participating in side conversations, and using electronic devices (laptops, cell phones, tablets, etc.) in class. I have arranged a number of guest speakers throughout the quarter. Particularly for these sessions, it is imperative that you arrive to class on time and are prepared, engaged, and professional. Your conduct reflects on the Seattle University and Albers brand.

*Participation.* All students are asked to participate in class discussions by providing substantive, well-formulated comments. You obviously cannot participate in a class when you are not present, even if the absence is excused. While the participation grade is subjective, it will not be arbitrary and will primarily reflect the quality (not quantity) of your in-class comments. Additionally, I would like you to complete a brief “Student Information Form” (link provided on CANVAS) after our first class meeting. Halfway through the quarter, I will ask you to complete a “Mid-Quarter Feedback Form” (link provided on CANVAS). Failing to complete these two forms may negatively impact your participation grade.

#### **Current Events in Branding (5% of course grade)**

In addition to studying branding cases, we will spend some time discussing branding decisions and challenges currently facing companies around the globe. Your task this quarter is to find evidence of branding decisions making the news. These assignments will serve to foster an appreciation of the crucial decisions facing firms in a fast-paced and competitive market. Your sources of information may include print and online newspapers and periodicals (e.g. Seattle Times, New Your Times, Wired, etc.), Twitter, Facebook. Brands are everywhere. Twice during the quarter, you will select an article/brand story of interest and write up a one-page (double-spaced) explanation of its relevance to brand management and the concepts covered in the course. What might the brand have learned from the incident? We will take time to share these in class. You should hand your article to me in class. I encourage you to spread them out in the quarter with the first on or before the 4<sup>th</sup> class and the second on or before the 8<sup>th</sup> class.

### **DISABILITY SERVICES**

If you have, or think you may have, a disability (including an ‘invisible disability’ such as a learning disability, chronic health problem, or mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff. Disability-based adjustments to course expectations can be arranged only through this process. Contact information for Disability Services is as follows: Loyola 100, (206) 296-5740, <https://www.seattleu.edu/disabilities-services/>

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## ACADEMIC HONESTY

Seattle University is committed to the principle that academic honesty and integrity are important values in the educational process. Academic dishonesty in any form is a serious offense against the academic community. Acts of academic dishonesty will be addressed according to the Seattle University Academic Honesty Policy:

<http://www.seattleu.edu/WorkArea/DownloadAsset.aspx?id=78679>

If you are not sure if a particular action is acceptable according to the Academic Honesty Policy, you should check with me before engaging in it.

In addition to the Seattle University Academic Honesty Policy, the following rules apply to this class:

- Team assignments are to be discussed and prepared by team members only.
- All individual assignments, quizzes, and exams should be solely your own, completed individually, and discussed with no one.
- Solutions to assignments, quizzes, and exams should never be discussed with students in concurrent, prior, or later sections of this class.

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**MKTG 4910 COURSE SCHEDULE**

Class	Date	Topic	Read	Guest	Due (I) Individual, (T) Team
1 A	9/21 TH	Introduction			Student Information Form (in-class)
2A	9/26 T	Understanding Brand	Aaker Chapters: 1,2  Case studies: -Brands That Make Customers Feel Respected -Gearing up at REI		
2B	9/28 TH		Aaker Chapters: 3,4  Case Studies: Southwest Airlines		
3A	10/3 T	Crafting a Brand	Aaker Chapters: 5,10	1	Current Event #1 (I)
3B	10/5 TH		Aaker Chapters: 7,8		Personal Brand Positioning Assignment (I)
4A	10/10 T		Aaker Chapters: 11,12,13		Quiz 1 – in-class (I)
4B	10/12 TH	Brands and Consumers / Social Media	Aaker Chapters: 9,16  Case studies: Hunger Games	2	Brand Audit Preliminary Assignment (T)
5A	10/17 T		Aakers Chapter: 6,15  Case studies: Marketing New York City		Current Event #2 (I)  Preliminary Brand Audit (T)
5B	10/19 TH		Moon Chapters: Pages 1-17  Case Studies: Nestle's Maggi	3	Quiz 2 – in-class (I)
6A	10/24 T	<i>Brand Repositioning Presentations</i>			Brand Repositioning Team Project (w/ Statement of Work Form) (T)
6B	10/26 TH	Measuring Brand	Moon: Pages 21-71		Current Event #2 due (I)  Mid-Quarter Course feedback form (I)
7A	10/31 T	Managing Brand	Aaker Chapters: 17,18,19  Case studies: Kate Spade New York		
7B	11/2 TH		Aaker Chapters: 14, 20  Case study: Umpqua Bank		
8A	11/7 T		Moon: Pages 72-103		
8B	11/9 TH		Moon: Pages 107-152		
9A	11/14 T	<i>Brand Elements Project Presentations</i>			Brand Elements Project (w/ Statement of Work Form) (T)

9B	11/16 TH	Brand Sustainability	Moon: Pages 153-201  Case study: Harley Davidson	4	Quiz 3 – in-class (I)
10A	11/21 T	Managing Brand Through Social Impact	Moon: Pages 205-256  Case study: Robert Goodwin	5	
11A	11/28 T		○ Review for final exam		
11B	11/30 TH		○ Review for final exam		Final Brand Audit Project Report (w/ Statement of Work Form) (T)
12A	12/5 T		○ Final exam		

**Guest Speakers:**

1. *Derrick Cunningham, Brand Loyalty Manager at Alaska Airlines and SU Alum*
2. *Shannon Johnson, Social Media Content & Strategy Manager at Alaska Airlines*
3. *Tonya Ward, Program Manager at Way Back Inn*
4. *Caroline Boren, former Executive Vice President at WE Communication*
5. *Katherine Cheng, Head of Corporate Citizen and Community Relations at Expedia*