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Winter Quarter 2017

Class Schedule: TTH, 10:15 am-12:20 pm

Class Location: Pigott 102

Office Hours: TTH, 1:30-3:00 pm or by appt.

CANVAS: <https://seattleu.instructure.com/login>

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 4910-02, Brand Management, is an undergraduate 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)
- Barbara E. Kahn, *Global Brand Power* (2013), Wharton Digital Press (available at the SU Bookstore or Amazon.com)
- Course reader (will be available at SuperCopy (206-296-6117), located underneath Bellarmine Hall, by the second week of classes)
- The most up-to-date information regarding this course can be found on CANVAS

Optional texts that I recommend (but do NOT require for this course) include:

- David A. Aaker, *Managing Brand Equity* (1991), The Free Press (available at Amazon.com)
- Kevin Lane Keller, *Strategic Brand Management*, 4th 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
- 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 (60%)
 - Final Exam (25%)
 - Quizzes (15%)
 - Personal Brand Positioning Statement (10%)
 - Attendance, Professionalism, & Participation (10%)
- Team Components (40%)
 - Brand Audit Assignment (20%)
 - Brand Extension Assignment (10%)
 - Brand Elements Assignment (10%)

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 4910-02 students). Keep in mind that your grade is not always a perfect indicator of your potential skills as a brand manager or 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) *before* class 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 (60% OF COURSE GRADE)

Final Exam (25% of course grade)

The final exam is a comprehensive closed-book, in-class exam that will take place on Wednesday, March 15th from 10:00-11:50 am in Pigott 102. 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 are 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. In addition, we will be discussing a number of business cases 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 in order 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)

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. To conduct an image-identity gap analysis for your personal brand, do the following:

1. Assess your identity (i.e., how you see yourself), by writing down:
 - a. What are the first 5 words that you associate with yourself?
 - b. What are 3 (positive) things you are not? For example, what are three areas of incompetence?
2. Assess your personal image (i.e., how others see you), by asking 10 people—family, friends, and classmates/colleagues:
 - a. What are the first 5 words that come to mind when they think of you?
 - b. What are 3 (positive) things you are not?
3. Visually capture your personal image by creating a word cloud, using a website like www.wordle.net. Just include the things you ARE that were generated by the people you asked.
4. Analyze your findings.
 - a. Are there any discrepancies between your identity and image?
 - b. Would it (ever) be important to address those gaps? If yes, what steps can you take to close them?
 - c. With respect to a certain group (e.g., Albers students, all students or young professionals, your family, your gender), what are your points of parity? What are your points of differentiation? That is, with the insight you gained from assessing your identity and image, how should you position yourself from a personal brand perspective?
5. Pulling from your analysis in the previous question, draft a positioning statement for yourself. The statement should capture what is UNIQUE about your brand. It should also be appealing to your target audience. You choose your target audience: who are you trying to influence and impress? Keep in mind that to be compelling, you must be concrete in the support you provide.

A positioning statement template (that will be discussed in class) identifies each component that should be included either explicitly or implicitly in your positioning statement. You should submit a description of your personal brand identity, a word cloud capturing your personal brand image, your positioning statement, and responses to the questions provided in the description of this assignment. Your submission should be no more than 1-page (front-and-back) single-spaced.

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.

Optional Contributions. In addition to studying branding cases, we will spend some time discussing branding decisions and challenges currently facing companies around the globe. To fuel this discussion, you are welcome to post recent business articles or video clips about brand management to the designated discussion board in CANVAS. These submissions, which are completely optional, should be relevant to a topic being covered in class. Your sources of information may include print and online newspapers and periodicals such as *Seattle Times*, *New York Times*, *Newsweek*, *The Wall Street Journal*, and *BusinessWeek*. In addition to posting the content or link, you should briefly describe why the submission is relevant to this class. Please post no more than one relevant article/video per week. However, you are encouraged to comment on any/all posts that other students provide. I will tweet particularly interesting and relevant articles or video links (@mathisaac) that I receive with the hash tag #brandmgmt. If you post or comment on an article or video clip, you may be asked to present it during class and explain its relevance, which can potentially impact your participation grade.

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.

Brand Elements Assignment (10% of course grade)

We will be hearing from Kari Kalway, an entrepreneur who has launched a small business, Puddles Barkery. Your task will be to create a brand positioning statement and a 6-word brand story for Puddles Barkery. Even if some of the elements remain unwritten (and are just hinted at or implied), the 6-word story should provide insight into the brand and highlight its essence or promise. For instance, some say that Hemingway's famous 6-word story was among his best work: "For sale: baby shoes, never worn." Using the positioning statement and the 6-word story that you develop, your team should then suggest modifications to Puddles Barkery's current brand elements (i.e., its name, logo, character, slogan, and packaging) or provide justification for leaving any of these elements unchanged and design a marketing brochure for Puddles Barkery. Along with the marketing brochure, your team should submit no more

than 3 PowerPoint slides with a proposed positioning statement, a 6-word story, and your team's suggestions for Puddles Barkery's brand elements, along with rationale.

Brand Extension Assignment (10% of course grade)

Your team should choose a company and create a (fictional) brand extension that you believe would be successful. Create a print advertisement or video that promotes the new extension. Using the principles discussed in this class, be sure to explain (either in the advertisement/video or in a separate document) why the extension is consistent with the parent brand's associations and positioning. Teams will rate every other team's brand extensions on creativity, likelihood of success, and brand consistency following an in-class "brand walk," which is scheduled for 3/2.

Brand Audit Assignment (20% of course grade)

Your assignment is to select a well-established brand and conduct an audit for that brand. Every team must study a different brand, so pre-approval with me (via email, before 1/19) is necessary. 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 Inventory. First, your team will work together to conduct a brand inventory for your brand. A brand inventory measures the degree to which the brand's external communications consistently portray its identity. Review as many marketing materials as you can find (e.g., website, social media, brochures, advertising). Copies of these materials should be included as appendices in your final report. Describe the current brand architecture and brand elements. How consistently do these materials portray the brand? For example, are the brand name and its logo presented consistently? How do the current materials communicate the brand's positioning to the audience? Which components of customer-based brand equity are being most strongly reinforced by the brand's current marketing approach?

Brand Exploratory. Subsequently, your team should work together to develop a brand exploratory. In a brand exploratory, managers conduct research with the brand's customers to measure their perceptions of the brand on key components of customer-based brand equity. This exercise will allow you to assess the degree to which customers have internalized the brand's aspirational identity. Be sure to do the following: (1) describe your audience's perceptions of the organization's brand; (2) describe your sample and the data collected; (3) articulate the brand's strengths and weaknesses; (4) mention the limitations of your data. Be sure to explain why your research method was an appropriate one for obtaining the information you were looking for. Please include supporting materials (e.g., survey instrument, interview guide, summary statistics) as appendices in your final report.

Findings and Recommendations. Finally, gather all of your team members together and synthesize your findings from the brand inventory and brand exploratory. To what extent are they consistent/inconsistent? How does this work inform your assessment of the brand image? Brand identity? Next, outline your recommendations for the organization. What actions do you recommend for the organization to attain its aspirational brand identity? Which of these actions should be implemented in the short term and which in the longer term? Please prepare a report of no more than 5 pages (single-spaced, front-and-back), excluding appendices, summarizing your brand audit process and the recommendations that emerged. Further information about the brand audit project will be provided in

class during the quarter. Your team will submit a preliminary brand audit report (including results of the brand inventory and a plan for developing the brand exploratory) on 1/31 and should incorporate my feedback to develop a final brand audit report (due on 3/9).

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/>

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.

MKTG 4910-02 COURSE SCHEDULE

Topic	Week	Date	Guest	Read (K)ahn; (A)aker; (R)eadler; (C)anvas	Watch	Submit (I)ndividual; (T)eam
Introduction	1A	1/3				
	1B	1/5		New Coke (R), Introduction (K), Introduction, Ch.1, 2 (A)		Student Information Form (I)
Understanding Brand	2A	1/10		Brand Zealots (C), Ch.4, 6 (A)		
	2B	1/12		Old Spice (R), Ch.2 (K), Ch.9 (A)	Bloom	Quiz 1 (I)
	3A	1/17		Branding Sand (C), Ch.1 (K), Ch.3 (A)	Cobley	
	3B	1/19	A	Ch.5, 7, 8, 11 (A)	Leberecht	Personal Brand Positioning Statement (I)
Measuring Brand	4A	1/24		Team Meetings	Zaltman	Quiz 2 (I)
	4B	1/26	B	Beyoncé (R), Ch.10, 12, 14 (A)		
	5A	1/31	C	Note on Measurement (C), Ch.3 (K)		Preliminary Brand Audit (T)
	5B	2/2		Kodiak Cakes (R), Ch.4 (K)		
Crafting Brand	6A	2/7	D	Ch.6 (K), Ch.13 (A)		Mid-Quarter Feedback Form (I)
	6B	2/9		Skoda (R), Ch.15, 16 (A)		
	7A	2/14	E	Ch.17, 18, 19 (A)	Booth	Quiz 3 (I)
	7B	2/16	F	Dove (R)		
Managing Brand	8A	2/21		Team Meetings		
	8B	2/23		Team Meetings		
	9A	2/28	C	Ch.5 (K)		Brand Elements Assignment (T)
	9B	3/2	G	Ch.20 (A)		Brand Extension Assignment (T)
Review	10A	3/7		Renova (R)		
	10B	3/9		Conclusion (K), Epilogue (A)		Final Brand Audit (T)
Final Exam	11	3/15	In-Class Final Exam: 10:00-11:50 am			

Guest Speakers:

- A. Kurt Beecher Dammeier, CEO, Sugar Mountain
- B. Jim Sabey, Strategic Partner at Rosenzweig & Company, former Head of Worldwide Marketing for Parkwood Entertainment
- C. Kari Kalway, Owner, Puddles Barkery
- D. Britt Stromberg, Co-Founder, Strategy & Content Director at States of Matter
- E. Duane Knapp, Chairman & Founder, BrandStrategy, Inc.
- F. Nicholas Santos, S.J., Assistant Professor of Marketing, Marquette University, and K. Francesca Lukjanowicz, Director of University Marketing, Seattle University
- G. Mary Olson, Creative Director, WealthCounsel