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 5330, Brand Management, is a graduate level elective course designed for students who are focusing on marketing within the MBA program or pursuing a graduate certificate in marketing. 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)
- 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, 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
- Understand potential career paths related to brand management and marketing
- 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 (30%)**
  - Personal Brand Positioning Statement (10%)
  - Quizzes (20%)

- **Team Components (50%)**
  - Brand Audit Assignment (25%)
  - Brand Repositioning Assignment (25%)

- **Class Participation (20%)**
  - Attendance & In-Class Contributions (10%)
  - Current Events in Branding (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 5330 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) by 4pm on the date specified in the schedule at the end of this syllabus. Please submit all assignments by the deadline. Because assignments will be discussed in class, late work will not be graded.

**INDIVIDUAL COMPONENTS (30% OF COURSE GRADE)**

**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.

**Quizzes (20% of course grade)**

*Scheduled Quizzes.* There will be two scheduled online quizzes. These will be available on CANVAS approximately one week prior to the due date and should take less than an hour to complete. Each quiz may cover topics from readings or class discussion.

*Unscheduled Quizzes.* 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 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.

**TEAM COMPONENTS (50% 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 (25% 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 (25% 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. Part of your grade will be on the polish of your materials and your verbal presentation.

**CLASS PARTICIPATION (20% OF COURSE GRADE)**

**Attendance and In-Class Participation (10% of course grade)**

All students are asked to participate in class case analyses and discussions by providing substantive, well-formulated comments. It is strongly recommended that you attend all sessions, arrive to class on time, and remain in the classroom for the duration of class. To provide an optimal learning experience, please refrain from activities that may distract others (e.g. arriving late, leaving early, side conversations, using electronics). If you must miss all or part of a class due to unavoidable circumstances, please
inform me beforehand. While the participation grade is subjective, it will not be arbitrary. Class participation grades will be based on attendance, feedback from team evaluations, and the quality (not quantity) of in-class comments. Additionally, I would like you to complete a brief Student Information Form after our first class, as well as a Mid-Quarter Course feedback form. Failing to complete these two forms may negatively impact your participation grade.

Since case discussion is a critical component of this course, I reserve the right to ask any student to summarize key aspects of an assigned case. Additionally, I may administer unscheduled case quizzes in class throughout the quarter. The purpose of these quizzes is to assess your understanding of the assigned case content on an ongoing basis. They are unscheduled to encourage you to read the cases consistently throughout the quarter. No make-up quizzes will be administered. Your performance on any case quizzes that I administer may impact your participation grade.

**Current Events in Branding (10% 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. I encourage you to spread them out -- with the first on or before the 5th class and the second on or before the 9th class. The ideal format and quality bar will be shared in class.
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.

**Academic Resources:**

- Library and Learning Commons (http://www.seattleu.edu/learningcommons/)
  (This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)
- Academic Integrity Tutorial (found on Canvas and SU Online)

**Academic Policies on Registrar website** (https://www.seattleu.edu/redhawk-axis/academic-policies/)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy (only for those professional programs to which it applies)

**Notice for students concerning Disabilities**

If you have, or think you may have, a disability (including an ‘invisible disability’ such as a learning disability, a chronic health problem, or a 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 located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

**Office of Institutional Equity**

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University’s Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit https://www.seattleu.edu/equity/. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: oie@seattleu.edu; phone: 206.296.2824) University Resources and Policies
# MKTG 559 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Focus</th>
<th>Class Flow and Preparation</th>
<th>Assigned</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10/1</td>
<td>Exploring Brand</td>
<td>• (10) Professor introduction&lt;br&gt;x • (60) Student introduction&lt;br&gt;○ Name&lt;br&gt; ○ Employer and Job&lt;br&gt; ○ Brand you love? Why?&lt;br&gt; ○ Brand you used to love but don’t now? Why?&lt;br&gt; ○ Brand you don’t love? Why?&lt;br&gt; • (20) Brand Love Discussion&lt;br&gt; • (20) Syllabus Walk Through – Office Hours&lt;br&gt; • (10) Introduce Personal Brand Positioning Assignment</td>
<td>Personal Brand Positioning Statement</td>
<td>Student Information Form – by 10/4</td>
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<td>2</td>
<td>10/8</td>
<td>Exploring Brand (Brands are Assets &amp; Brand Vision)</td>
<td>• (50) Aaker Chapters 1-4&lt;br&gt; • (30) Current Event&lt;br&gt; • (20) Beyonce Case Study (2014)</td>
<td>Aaker: Chapters 1-4</td>
<td>Case Study: Beyonce</td>
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<td>3</td>
<td>10/15</td>
<td>Brand Strategy</td>
<td>• (15) Current Event&lt;br&gt; • (10) Aaker Chapters 5-7&lt;br&gt; • (15) New Coke (1998)&lt;br&gt; • (30) Tequila Patron Case Study (2017)&lt;br&gt; • (15) Personal Brand Positioning – How is it going? What are you learning?&lt;br&gt; • (15) Form teams</td>
<td>Aaker: Chapters 5-7</td>
<td>Case Study: New Coke Patron</td>
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<td>4</td>
<td>10/22</td>
<td>Brand Repositioning / Rebranding</td>
<td>• (30) Guest Speakers – Parametric Rebranding Case Study&lt;br&gt; • (30) Guest Speakers – Career paths related to brand and advice&lt;br&gt; • (10) Professor career path&lt;br&gt; • (15) Aaker Chapter 8-9&lt;br&gt; • (15) Introduce Team Project – select brands and check for any overlap</td>
<td>Brand Audit Team Project&lt;br&gt; Quiz #1 Available 10/23 – 1 Hour</td>
<td>Personal Brand Positioning Statement&lt;br&gt; Aaker: Chapter 8-9</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Readings</td>
<td>Assignments</td>
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| 5 | 10/29 | Brand Assets & Execution | - (60) Guest Speakers -- Slalom Brand Refresh – why it was needed, the process, the brand messaging, and the Importance of Internal Roll-out  
- (20) Aaker Chapters 10-14  
- (15) Current Event  
- (5) Discuss progress on Brand Audit Team Project | Quiz #1 due  
Current Event #1 Due  
Mid-Quarter Course feedback form  
Aaker: Chapters 10-14 |
| 6 | 11/05 (wk 8 no class 11/12) | Brand Extension / Revitalization | - (15) Current Event  
- (30) Aaker Chapters 15-17  
- (30) ASICS: Chasing a 2020 Vision Case Study (2017)  
- (30) Old Spice Case Study (2011)  
- (10) Mid-quarter course feedback | Brand Audit Team Project w/ Statement of Work Form  
Aaker: Chapters 15-17  
Case Study: ASICS Old Spice |
| 7 | 11/19 | Bringing Brand to Life through Culture & People | - (10) Current Events  
- (20) Aaker Chapters 18-20  
- (15) Gearing up at REI  
- (20) Southwest (2013)  
- (20) Umpqua  
- (15) Introduce Brand Repositioning Team Project | Brand Repositioning Team Project  
Quiz #2 Available 11/20 – 2 Hours  
Article: REI  
Aaker: Chapters 18-20  
Case Study: Southwest Umpqua Bank |
| 8 | 11/26 | Brands and Consumers / Social Media | - (40) Current Event Extravaganza  
- (20) Crowdsourcing and Brand Control Article (2017)  
- (20) Hunger Games  
- (20) Harley Davidson  
- (5) Discuss progress on Brand Repositioning Team Project | Quiz #2 due  
Article: Crowdsourcing  
Case Study: Hunger Games Harley Davidson |
| 9 | 12/3 | Bring it All Together | - (60) Guest Speaker – Microsoft Brand Strategy  
- (20) Skoda Case Study (2000)  
- (20) Marketing New York City (2008)  
- Key Learning Recap  
- Career Advice | Current Event #2 Due  
Case Study: Skoda New York City |
Final Presentations
12/10 Final: Brand Repositioning Presentations
• Pizza
• (90) Team Presentations

Brand Repositioning Team Project (w/ Statement of Work Form)

Note:
Time allocations are just a directional guide and classes will be fluid depending upon the in-class conversation.

Guest Speakers:

Parametric Rebrand and Career Paths
A. Jen Travis, Brand and Digital Strategist, Slalom
B. Ross Cattelan, User Experience Consultant, King County

Slalom Rebrand
C. Taj Reid, Creative Director, Slalom
D. Chris Sallquist, Director, Slalom

Microsoft Brand Strategy
E. Sheila Anderson, Director Brand Strategy, Microsoft
F. Jeff Northcutt, Slalom – Microsoft Account