

MKTG 5330 BRAND MANAGEMENT

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Office: Zoom 4:45-5:45 pm Wed by appt.

Spring Quarter 2021
Class Schedule: Wed, 6:00-8:40 pm
Class Location: Zoom

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

COURSE DESCRIPTION – INTERACTIVE AND FAST-PACED BRAND EXPLORATION

Brand matters. Your brand matters – as does that of every organization. Brand can be one of the most valuable assets. It influences purchase decisions and provides differentiation for products and services. 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, Strategy Brand Management, is a graduate level elective course designed for students focused on marketing within the MBA program, or pursuing a graduate certificate in marketing. We'll start exploring aspects of your brand, and spend our weeks together examining organizational-level branding principles. The course is designed to develop appreciation of brand equity and the ability to build, measure, and manage it.

COURSE MATERIALS – ONE TEXTBOOK AND COURSE READER

You will need one book and the course reader. The most up-to-date information regarding this course can be found 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)

LEARNING OUTCOMES AND ACTIVITIES – DEEP UNDERSTANDING OF BRAND

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
- Create better and more compelling deliverables/assignments

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

LEARNING ASSESSMENT – INDIVIDUAL AND TEAM ASSIGNMENTS

Grades will be based on individual assignments, participation, and team assignments – calculated as follows:

Individual Components (50%)

- Personal Brand Positioning Statement (10%)
- Current Events in Branding (10%)
- Quizzes (20%)
- Attendance and In-Class Contributions (10%)

Team Components (50%)

You'll be grouped into small teams by the second week of class. 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 may be asked to 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%)
- Brand Repositioning Assignment (25%)

Grading is both absolute and relative

I will do my best to make the rubric for each assignment very clear. Grades on assignments will be based on both absolute terms and relative to your peers (i.e., other MKTG 5330 students). What that means is it is possible to get a B-, B, B+, or A- on something where you can check all the aspects of the rubric, but others in the class have delivered in a more thorough, impressive, and polished manner. In addition to educating on all things brand, I also have a focus on improving the business-world quality of your deliverables and ability to present information. I'll talk more about this in class.

4PM on day of class is the submission deadline unless noted

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 unless we have pre-agreed on an exception.

PERSONAL BRAND POSITIONING STATEMENT

To manage any brand effectively, you must constantly be in touch with your goals for the brand and what you think about your brand and what your customers think and feel 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. This is a really cool assignment to understand your own brand identity and brand image – and then articulate your personal brand positioning statement. The learning here applies to understanding how to build and manage a strong brand. It can also be very useful for job hunting and just showing up to life. For this assignment, you will conduct an image-identity gap analysis for your personal brand.

Suggested Process

1. Assess your personal brand identity (how you want to see yourself)
 - What are the first 5 words that you associate with yourself?
 - What are 3 (positive) things you are not? For example, what are 3 areas of incompetence?
2. Assess your personal brand image by asking at least 10 people (friends, family, classmates/colleagues) the following:
 - What are the first 5 words that come to mind when they think of you?
 - What are 3 (positive) things you are not?
3. Visually capture your personal brand image using a word cloud (two options: www.worditout.com or www.wordart.com). Include only the words that other people used to describe who you ARE that were generated by the people you ask.
4. Analyze your findings:
 - Are there discrepancies between your brand identity and image?
 - Would it (ever) be important to address those gaps? If yes, what steps can you take to close them?
 - 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. Draft a positioning statement
 - Choose your target audience: who are you trying to influence and impress?
 - Your statement should capture what is UNIQUE about your brand. It should also be appealing to your target audience.
 - Make sure you include and identify the key components of a positioning statement that have been discussed in class. I suggest following the positioning statement template discussed in class that identifies each component.
 - Keep in mind that to be compelling, you must be concrete in the support you provide.

Submission Details -- PPT

This assignment should be submitted individually in CANVAS before class on the noted due date, as a Microsoft PowerPoint File. Please make it visually crisp and consistent. Follow the link under "Submit" on the course home page. This is a hard deadline so please plan accordingly! The maximum length of your submission should be 6 pages.

Checklist

Be sure to include:

- Details of your personal brand identity (positive traits and positive traits that you are not)
- Word clouds of your brand image that summarize your interview findings (one for positive traits that you are and one for positive traits that you are not)
- Answers to all the questions listed in analysis Step 4.
- Complete positioning statement (with all components clearly identified)

QUIZZES

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 roughly an hour or two to complete. Each quiz may cover topics from readings or class discussion.

Unscheduled Quizzes. We will be discussing 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. There may be unscheduled quizzes 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.

CURRENT EVENTS IN BRANDING

In addition to studying branding cases, we will spend time discussing branding decisions and challenges currently facing companies around the globe. Twice during the course, you will select a brand story/action of interest and write up a one-page (double-spaced) analysis answering these three questions.

1. What happened to the brand? Or what did the brand do?
2. How does this apply to class concepts?
3. What might the brand have learned?

Your content should be roughly a third, a third, and a third for each question. There should be three section headers on your paper that summarize the key takeaway answers from each of these three questions. If those section headers are the only thing I read, I should know what the brand did, how it applies to class, and what they learned.

Each class, three or four people will be scheduled to present and lead the discussion. Everyone will get a chance to present at least once. Note, you can have a second page with any visuals, but I do want you to learn communicate concisely – keep the analysis to one page. If you are on deck to present and have an image or video you would like to share with the class, please ensure I have that by EOD the previous Friday. If sent after that, it likely won't be included in class.

ATTENDANCE AND CLASS PARTICIPATION

I know that everyone shows up to class with different levels of confidence around speaking up in class. I will do my very best to ensure it is an environment where everyone feels comfortable engaging. My hope is that everyone leaves this class more confident in their voice. We'll have activities and class structure that ensure everyone's voice will be heard. I will also push some of you beyond your comfort levels – know it is all for a good cause in your growth.

Please arrive on time, put your phones away, and be present and engage for yourself and your classmates. In remote times, have your camera on. If you are somewhere quiet, I prefer people not to be muted so we can more easily interact and feed off each other's energy.

My hope is this is one of the best roughly two hours and forty minutes of your week.

If you must miss all or part of a class due to unavoidable circumstances, let me know beforehand. While the participation grade is subjective, it is not arbitrary. Class participation grades will be based on attendance, your engagement, feedback from team evaluations, and the quality of in-class comments. Additionally, I would love for you to complete a brief Student Information Form after our first class, as well as potentially a mid-quarter course feedback form.

BRAND AUDIT 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. 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.

Suggested Process

1. Select a well-established brand for which you will conduct a brand audit. Now, pretend that you are in charge of this brand as you conduct the additional steps.
2. First try to assess the **brand identity** (the aspirational equity of the brand)
 - How does the brand want to be perceived by its customers (and who exactly are its target customers)?
 - Which components of brand equity (e.g. associations) do the brand stewards believe are most important for the brand?
 - Focus on recent 10Ks, CEO speeches, investor calls, industry reports, etc.
 - Try to come up with a positioning statement for the brand that reflects its identity.
3. Conduct a **brand inventory** (comprehensive summary of the existing marketing and branding program). A brand inventory measures the degree to which the brand's external communications consistently portray its identity (i.e., do the image and identity match up?).
 - 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 and brand elements that you find.
 - To what degree do the brand's current customer-facing communications (e.g., advertising and branding programs) consistently portray its identity? 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 brand equity are being most strongly reinforced by the brand's current marketing approach?
 - How is this brand inventory similar to, and different, from 2 other competitors in its category?
4. Conduct a **brand exploratory** for the brand by measuring customer perceptions of the brand. 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.
 - To what extent have customers internalized the brand's aspirational identity?
 - In designing your research instrument, think about how you can gain meaningful insights about the brand, ideally in comparison to the same 2 other competitors you examined in the inventory.
 - Describe your sample, data collected, limitations of your data. Be sure to explain why your research method was an appropriate one for obtaining the information you were aiming to

assess. Please include supporting materials (e.g., survey instrument, interview guide, summary statistics) as appendices in your final report.

- In describing your findings, be sure to describe your audience's perceptions of the organization's brand and articulate the brand's perceived strengths and weaknesses, relative to the competition.
5. Synthesize findings and formulate **recommendations to strengthen the brand** with target customers.
- How does this work inform your assessment of the gap between the brand identity and the brand image?
 - What changes to the brand's marketing and branding program might help close any gap(s) that exist?
 - Recommend short-term and long-term actions that will allow the brand to be more successful in the marketplace

Submission Details -- DOC

Your final brand audit report should be submitted as a team assignment (one per team) in CANVAS before class on the note due date, as a Microsoft Word file. The maximum length of the document is 10 pages (double space), excluding exhibits w/ visuals. Follow the link under "Submit" on the course home page. This is a hard deadline so please plan accordingly. Include a copy of the Statement of Work (Note we will discuss how to handle this for remote quarters.)

BRAND REPOSITIONING ASSIGNMENT

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. We'll talk in class to ensure groups all tackle different brands. The assignment involves:

1. **Examine, and articulate, the brand's current target audience and customers.** Research online and utilize all resources at your disposal (e.g. survey is an option).
2. **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? Why? Don't over-index on the amount of time and volume of slides that you spend on this part of your assignment.
3. **Finally, propose a strategy for repositioning this brand.** Which customers should the repositioned brand target? 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? Use concepts you have learned throughout the class and from the book. This is the fun part and where you should spend more of your time.

Please prepare a 10 to 15 page engaging and polished presentation (e.g. PPT) that your team will present to the class. Tell us a story. Sell it as if you are presenting to the 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. Show up as a strong team. I'll talk more about the expectations for both the polish of the PowerPoint and the bar for presenting to class.

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

- 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: oiie@seattleu.edu; phone: 206.296.2824) University Resources and Policies

MKTG 5330 COURSE SCHEDULE

Week	Date	Focus	Class Flow and <i>Preparation</i>	Assigned	Due
1	3/31	Exploring Brand	<ul style="list-style-type: none"> • (10) Professor introduction • (60) Student introduction <ul style="list-style-type: none"> ○ Name, Employer, and Job ○ Brand Exploration <ul style="list-style-type: none"> ▪ Brand you love? Why? ▪ Brand you used to love but don't now? Why? ▪ Brand you don't love? Why? • (20) Brand Love Discussion • (30) About this class <ul style="list-style-type: none"> ○ Syllabus Walk Through ○ Expectations ○ Office Hours • (15) Introduce Personal Brand Positioning Assignment 	Personal Brand Positioning Statement	Student Information Form – by 4/2
2	4/7	Brand Vision Part 1	<ul style="list-style-type: none"> • (30) Aaker Chapters 1-5 • (20) Current Events • (20) <i>Beyonce Case Study (2014)</i> • (20) <i>New Coke (1998)</i> • (15) Form teams • (10) Personal Brand Positioning – How is it going? What are you learning? 		Aaker: Chapters 1-5 Case Study: Beyonce New Coke
3	4/14	Brand Vision Part 2	<ul style="list-style-type: none"> • (30) Aaker Chapters 6-9 • (20) Current Events • (20) <i>Tequila Patron Case Study (2017)</i> • (15) Form teams • (10) Personal Brand Positioning – How is it going? What are you learning? 		Aaker: Chapters 6-9 Case Study: Patron
4	4/21	Real Life Branding & Career Paths	<ul style="list-style-type: none"> • (45) Guest Speakers – Slalom (Parametric and WCBH rebranding case studies) • (30) Guest Speakers – Slalom (Career paths related to brand, advice, and Q&A) • (10) Professor career path • (15) Introduce Brand Audit Team Project – select brands and check for overlap 	Brand Audit Team Project Quiz #1 Available 4/22 – 1-2 Hours	Personal Brand Positioning Statement
5	4/28	Bringing Brand to Life through Culture & People	<ul style="list-style-type: none"> • (30) Aaker Chapters 10-14 • (15) Current Events • (30) <i>ASICS: Chasing a 2020 Vision Case Study (2017)</i> • (30) <i>Old Spice Case Study (2011)</i> 		Quiz #1 due Aaker: Chapters 10-14 Case Study: ASICS Old Spice

Week	Date	Focus	Class Flow and Preparation	Assigned	Due
6	5/5	One of the World's Top Brands	<ul style="list-style-type: none"> (75) Guest Speakers – Microsoft and Slalom (15) Current Events (10) Discuss progress on Brand Audit Team Project 		Current Event #1 Due
7	5/12	Maintaining Relevance	<ul style="list-style-type: none"> (20) Aaker Chapters 15-16 (15) Current Events (15) <i>Gearing up at REI</i> (20) <i>Southwest (2013)</i> (20) <i>Umpqua</i> (15) Introduce Brand Repositioning Team Project – select brands and check for overlap 	Brand Repositioning Team Project Quiz #2 Available 5/13 – 1-2 Hours	Brand Audit Team Project w/ Statement of Work Form Aaker: Chapters 15-16 Case Study: REI (article) Southwest Umpqua Bank
8	5/19	Brand Portfolio / Consumers and Social Media	<ul style="list-style-type: none"> (30) Aaker Chapters 17-20 (15) Current Events (20) <i>Crowdsourcing and Brand Control Article (2017)</i> (20) <i>Hunger Games</i> (20) <i>Harley Davidson</i> (10) Discuss progress on Brand Repositioning Team Project 		Quiz #2 due Aaker: Chapters 17-20 Case Study: Crowdsourcing (article) Hunger Games Harley Davidson
9	5/26	Bring it All Together	<ul style="list-style-type: none"> (60) Current Event Extravaganza (20) <i>Skoda Case Study (2000)</i> (20) <i>Marketing New York City (2008)</i> (20) Career discussion 		Current Event #2 Due Case Study: Skoda New York City
10	6/2	Bring it to Life	<ul style="list-style-type: none"> (90) Guest Speaker – Turnstyle (30) Key Learning Recap 		
Final Presentations	6/9	Final: Brand Repositioning Presentations	<ul style="list-style-type: none"> (90) Team Presentations 		Brand Repositioning Team Project (w/ Statement of Work Form)

Note:

Time allocations noted in parentheses are just a directional guide and classes will be fluid depending upon the in-class conversation. Most/all classes will have a short break in the middle.

GUEST SPEAKERS:

Parametric Rebrand and Career Paths

- Jen Travis, Brand and Digital Strategist, Slalom
- Rachel Olmsted, Brand and Digital Strategist, Slalom
- Ross Cattelan, User Experience Consultant, Slalom

Microsoft Brand Strategy

- TJ Evans, Brand Strategist, Microsoft
- Jeff Northcutt, Slalom (Microsoft Account)

Rebranding Examples and Stories

- Matt DiefenBach, Owner, Turnstyle