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MARK 564, Section 001, Strategic Brand Management, Fall 2018
Wednesdays 6:00 pm – 9:00 pm, Schreiber Center, Room 725

Catalog Description

- This course develops an understanding of the way consumer goods companies increase their market shares and profits by creating strong brand equity for their products.

Outcome: Students develop a brand-equity-building model, evaluating the contributions of traditional brand elements, and develop a framework for creating the marketing strategies required for successfully building brand equity.

- Prerequisites: MARK 460.

Course Overview

The most sought-after brands come from those firms who are most aware of, and proactive with, their branding strategies. The purpose of this course is to develop an understanding of the roles, activities, and responsibilities of the brand manager -- the person on the front lines of the implementation of branding strategy. In some cases, this is a person who works with an organization as an employee who has been tasked with stewardship over an existing, and perhaps legacy, brand. In other cases, this is an entrepreneur who is seeking to establish and build their own brand. During the term, you will develop your analytical skills in making branding decisions and your oral and written skills for communicating them. The classes will consist of case discussions, lectures, presentations, and guest speakers.

Mirroring its importance in brand management, teamwork is an integral part of this course. You will use your team to leverage your learning in case preparation and team assignments. Generally, the use of handouts, write-ups, or notes on cases from classes in other years or other universities is a violation of the honor code. Teams of should be formed by the second class meeting. The best teams are those that are as diverse as possible with respect to previous work

experience, summer internship experience, gender, ethnicity, nationality, and functional skill set.

Course Objectives and Learning Outcomes

- Students should have a working knowledge of the structure of the brand management organization, the roles of brand managers, and the core tenants of branding strategy.
- Students should be able to integrate and apply this knowledge.

Required Materials

- Keller, Kevin Lane (2012), Strategic Brand Management, 4th edition, or any earlier edition. ISBN-10: 0132664259, ISBN-13:9780132664257
- Coursepack is available via Harvard Business Publishing:
<https://hbsp.harvard.edu/import/565408>
- All other course materials will be posted on or linked to Sakai

Course Requirements and Grading Criteria

Grading Criteria

All work is graded for both form and content: content is defined as meeting the objectives of the assignment, and form includes both the clarity of communication and presentation and conciseness. Grading for each project (both the oral presentation and written reports) will be assessed using the following five criteria:

- **Clarity:** careful, well-organized preparation (including spelling, syntax, and punctuation)
- **Conscientiousness:** thorough coverage
- **Course Relevance:** pertinence to key concepts in Consumer Behavior
- **Conciseness:** fitting within the page or time limit
- **Creativity:** imagination, insightfulness

Course Assessments

There are three major components of your performance in this course: participation, an individual assignment, and group project work.

- **Class Participation (15%)**

This course is designed to reward students who participate in a professional manner. That translates simply into someone who attends class regularly, arrives on time and stays the duration, and is prepared to engage in the material presented and assigned for each class period. More specifically, the following behaviors will be factored into your grade for this part of the course:

1. **Attendance**

Regular attendance is a signal of your commitment to this course; that's the easy part. You can't participate if you're not present. I will get to know everyone by name, so I do note who's here and who's not, and it does count. If you miss two classes with unexcused absences, you should seriously consider withdrawal from the course; if you miss more than two classes for any reasons, you should withdraw.

2. **Class Preparation**

Your active participation in this class is a vital ingredient in its success: it conveys your level of interest, ability, motivation, preparation, and mastery of the material. You need to be prepared always to discuss the concepts, topics, and issues assigned for a particular class. Assigned readings need to be completed by the date listed on your syllabus: I will not be reiterating the readings, but rather will be integrating them into the topics under discussion. You will be called upon to do so as well. Engaging in broad discussions are your best opportunities to ensure that you understand the material.

You may use your laptop or tablet as long as it is related to the course, e.g., connected to Sakai in order to record class notes, but if this use is abused, I reserve the right to suspend usage of these devices by everyone.

3. **Class Exercises**

Throughout the semester, you may be asked to complete several small projects and exercises, sometimes outside of class, and at other times to be completed within the scheduled class time.

Category Analysis

In this assignment, you will choose a brand category and identify 3 best brands and describe what makes them great or why you like them. Likewise, you should identify three worst brands and describe what makes them bad. For all chosen brands, you should identify a major competitor of the brand and to compare these competing brands in terms of positioning. Depending on the competitive set, you may end up analyzing more than 6 brands in your category. Are they positioned differently? What are the points of parity? What are the points of differentiation? You should also analyze the following for each brand: Brand Personality, Brand Architecture, and Brand Community.

Your analysis is to be kept to less than 5 typed, double-spaced pages, inclusive of any figures or tables. Your font size should be no smaller than 12 point and your margins no smaller than 1 inch. PDF files only!!! (Note: Anything submitted beyond five pages will not be read). There are four sections to your analysis as described below:

1. Executive Summary

This section summarizes the major points discussed within the text of your paper. It also outlines some of the methods used to arrive at your conclusions. The summary might be in the form of a cover memo to a marketing executive. This should be short but structured so that a reader satisfied with the summary would not need to read the body of the analysis.

2. Assessment of Current Situation

Here you will critically examine state of the category with respect to the six focal brands. This is not just description of the category/brands but rather, it is a critical analysis of their overall effectiveness as brands.

3. Outlook for the Future

Here you will present your point of view of the direction in which the category is going (trending). You should take a "what if" approach and provide alternative paths with detailed explanations for each path. However, also clearly indicate which one you believe is best path and why. This section should read more like an essay.

4. Implications

This section deals with the "so what" question. Imagine that what you predict will happen, happens. So what? What implications will this have for the category? Customers? Other categories?

Hint: In the past, the very best analyses included graphs, tables, and/or figures which reflected not only knowledge of course content as discussed in the text and/or class, but also the ability to apply that course content to your category analysis.

Brand Review

This is the annual process in which the brand organization reviews its progress over the last year (season) and lays out the future direction of their brands on a short-term (over the next season or year) and possibly a longer-term (over the next 3-5 years) basis. This process consists of two stages: the situation analysis and the final brand plan presentation. These are described briefly below:

1. Brand Situation Analysis: This first step in the brand review process seeks to clearly assess the current status of the brand with respect to all marketing mix variables and communicate

this status to upper management within the brand organization. A sample for this will be provided via Sakai and discussed in class.

2. **Brand Plan Presentation:** This final step of the brand review process seeks to present upper management with your blueprint for how you believe the brand should be carried forward. This presentation normally includes forecasts for sales, revenue, and profitability along with suggested advertising and promotional budgets needed to attain these targets. For this course, and this assignment, we will assume that budgets would be available for reasonable requests and thus we will only require budget allocations on a % basis across the various marketing programs. Instead, emphasis should be placed on your ideas for building, measuring, and managing brand equity. The framework for this final brand plan presentation will be provided via Sakai and discussed in class.

As a class, we will vote on a category. Individual brands will be chosen on a first come, first serve basis. Everyone is expected to participate in the Brand Plan Final Presentations on the last day of class. Mark your calendars. If for any (Instructor approved) reason you are unable to attend on this date, you must write an 8-page individual essay (prior approval of topic required). Otherwise, you will not receive a grade for this assignment even if you group members present on your behalf.

Hint: In the past, the very best Brand Situation Analyses and Brand Plan Presentations included graphs, tables, and/or figures which reflected not only knowledge of course content as discussed in the text and/or class, but also the ability to apply that course content to your Brand Planning Process.

Class Participation	15%	
Category Analysis	35%	
	50%	Total Individual Effort
<u>Brand Review</u>		
Brand Situation Analysis	20%	
Brand Plan Presentation	30%	
	50%	Total Team Effort

- There is no extra credit.
- If you miss a class, it is your responsibility to get notes from a classmate. Late assignments will not be accepted without a legitimate reason as determined by the instructor.

Course Grading Scale

Loyola University Grading Scale and Weights

A 4.00
 A- 3.67
 B+ 3.33
 B 3.00

A	100-93%
A-	92.99-90
B+	89.99-87
B	86.99-83
B-	82.99-80
C+	79.99-77
C	76.99-73
C-	72.99-70
D+	69.99-67
D	66.99-60
F	59.99 and below

Quinlan School of Business Policies:

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://luc.edu/media/lucedu/quinlan-graduate/pdfs/Honor-Code-Quinlan-July2012.pdf>

Class by Class/Week by Week Course Outline

Introduction			
Session 1	August 29, 2018		
	Introduction to Strategic Brand Management Brand Equity		
Building Brand Equity			
Session 2	September 5, 2018	Case:	Burberry (HBSP)
	Customer-Based Brand Equity Brand Positioning	Reading:	Strategic Brand Management, Chapter 1 Strategic Brand Management, Chapter 2 Strategic Brand Management, Chapter 3
Session 3	September 12, 2018	Case:	Tyra Banks: Personal Branding (HBSP)
	Designing Marketing Programs to Build Brand Equity Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity	Reading:	Strategic Brand Management, Chapter 5 Strategic Brand Management, Chapter 6 Strategic Brand Management, Chapter 7
Measuring Brand Equity			
Session 4	September 19, 2018	Case:	Black & Decker Power Tools (HBSP)
	Brand Knowledge Structures	Reading:	Strategic Brand Management, Chapter 8

	Measuring Sources of Brand Equity		Strategic Brand Management, Chapter 9
Session 5	September 26, 2018	Case:	Contadina (HBSP)
	Brand Equity Measurement System	Reading:	Strategic Brand Management, Chapter 10
Session 6	October 3, 2018	Assignment:	Brand Situation Analysis Presentations
	Choosing Brand Elements to Build Brand Equity	Reading:	Strategic Brand Management, Chapter 4
Managing Brand Equity			
Session 7	October 10, 2018	Case:	Dove (HBSP)
	Category Analysis Due		
	Branding Strategies	Reading:	Strategic Brand Management, Chapter 11
	Introducing and Naming New Products and Brand Extensions		Strategic Brand Management, Chapter 12
Session 8	October 17, 2018	Case:	Old Spice (HBSP)
	Managing Brands over Time	Reading:	Strategic Brand Management, Chapter 13
Session 9	October 24, 2018	Case:	Lenovo: Building a Global Brand (HBSP)
	Managing Brands over Geographical Boundaries, Cultures, and Market Segments	Reading:	Strategic Brand Management, Chapter 14
	Summary of Strategic Brand Management		Strategic Brand Management, Chapter 15

Course Summary			
Session 10	October 31, 2018	Assignment:	Final Brand Plan Presentations

Please note: This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.

About Me:

Education: Ph.D., MBA, Kellogg School of Management, Northwestern University; B.S. Electrical Engineering, Purdue University

Prior to entering academia, I worked for several years in industry for IBM in Relationship Marketing (specializing in the Healthcare, Insurance, and Pharmaceutical Industries) and briefly in Brand Management at Kraft Foods (on Cheez Whiz!). I like to consider myself a “Doctorpreneur” since in addition to my research and teaching, I sometimes serve as an independent consultant and focus group moderator.

Brand Management is one of my favorite courses to teach and I have been doing so since 1995 at places including Duke University’s Fuqua School of Business, Stanford University’s Graduate School of Business, and Howard University. I am a Professor in the Department of Marketing here at the Quinlan School of Business at Loyola University Chicago.

I was previously the Chairperson and Associate Professor (with Tenure) of the Department of Marketing and the Associate Research Director for The Center for Urban Entrepreneurship & Economic Development (CUEED) at the Rutgers Business School Newark/New Brunswick. I have previously also served on the faculty at the University of Texas at Austin, at both Northwestern University’s Medill School and Kellogg School, Howard University’s School of Business, Duke University’s Fuqua School of Business, and The University of Virginia’s Darden School. I currently also teach in Executive Education here at Quinlan, as I have previously at schools such as UCLA’s Andersen School, George Washington University’s School of Business, and the University of the Witwatersrand in Johannesburg, South Africa.

My primary areas of research include: global marketplace diversity and inclusion, health disparities, public policy, consumption communities, and consumer networks (both cognitive and social). I am one of the authors of *Consumer Equality: Race and the American Marketplace* and have served on the Board of Directors for the American Marketing Association, the National Black MBA Association, and the National Society of Black Engineers. I also serve or have served in an editorial or leadership capacity for the *Journal of Business Research*, the *Journal of Public Policy & Marketing*, and the *Journal of Advertising*. I have published over fifty articles, books, or book chapters.