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MARK 564, Section 001, Strategic Brand Management, Fall 2014
Wednesday 6:00 pm – 9:00 pm, Corboy Law Center, Room 521

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 8 (minimum) 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

- Coursepack will be available via Harvard Business Publishing: [https://cb.hbsp.harvard.edu/cbmp/access/28744443](https://cb.hbsp.harvard.edu/cbmp/access/28744443)
- All other course materials will be posted on or linked to Sakai

### Optional Materials


### Course Requirements and Grading Criteria

#### Exercises

Throughout the course, you may be required to complete several projects and exercises, sometimes to be completed outside of class, and at other times to be completed within the scheduled class time. The objective is to illustrate an operation of some aspect of consumer behavior relevant to Marketing. Specific details will be provided separately.

#### 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
Course Assessments

There are three major components of your performance in this course: participation, examinations, and project work.

- **Class Participation (20%)**

  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.

**Individual Brand Exercise**

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. 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. (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?
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 the purpose of 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.

Brands will be chosen via lottery. 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.

Class Participation 20%
Individual Brand Exercise 25%

45%  Total Individual Effort

Brand Review
Brand Situation Analysis 20%
Brand Plan Presentation 35%

55%  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.
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

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<th>Reading</th>
<th>Case</th>
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<td><strong>Introduction</strong></td>
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<tr>
<td>Session 1</td>
<td>August 27, 2014</td>
<td>Introduction to Strategic Brand Management</td>
<td>Reading: <em>HBR: Should You Take Your Brand to Where the Action Is?</em> (HBSP or LUC Library)</td>
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<td>Brand Equity</td>
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<td><strong>Building Brand Equity</strong></td>
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<td>Session 2</td>
<td>September 3, 2014</td>
<td>Integrating Marketing Communications to Build Brand Equity</td>
<td>Reading: <em>HBR: How to Grow a Premium Brand</em> (HBSP or LUC Library)</td>
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<td>Leveraging Secondary Brand Associations to Build Brand Equity</td>
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<td>Session 3</td>
<td>September 10, 2014</td>
<td>Designing Marketing Programs to Build Brand Equity</td>
<td>Reading: The Brand Called You (Sakai)</td>
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<tr>
<td><strong>Measuring Brand Equity</strong></td>
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<td>Session 4</td>
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<td>Brand Knowledge Structures</td>
<td>Reading: Exploring Brand-Person Relationships (HBSP)</td>
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<td>Measuring Sources of Brand Equity</td>
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<td>Session 5</td>
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<td>Brand Equity Measurement System</td>
<td><em>HBR: Extend Profits, Not Product Lines</em> (HBSP or LUC Library)</td>
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<td>Session 6</td>
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<td>Choosing Brand Elements to Build Brand</td>
<td>Reading: <em>HBR: Brand's Best Strategy</em> (HBSP or LUC Library)</td>
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<td>7</td>
<td>October 8, 2014</td>
<td>Individual Brand Exercise Due via Sakai</td>
<td>Old Spice (HBSP)</td>
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<td>Managing Brands over Time</td>
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<td>October 15, 2014</td>
<td>Branding Strategies</td>
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<td>Introducing and Naming New Products and Brand Extensions</td>
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<td>Managing Brands over Geographical Boundaries, Cultures, and Market Segments</td>
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<td>October 22, 2014</td>
<td>Managing Brands over Geographical Boundaries, Cultures, and Market Segments</td>
<td>L’Oreal (HBSP)</td>
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<td>Summary of Strategic Brand Management</td>
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<td>Final Brand Plan Presentations (Executive Guests)</td>
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**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.