Instructor: Prof. Terry Clark
Office: 229A Rehn Hall
Office Hours: T 10:00-11:00
Phone: 453-7781
E-mail: tclark@cba.siu.edu

Class Website: Blackboard

Harvard Cases: https://cb.hbsp.harvard.edu/cbmp/access/23709103 (you will have to register)

Course Description:
This course is about branding, what they are, how they work, how they acquire and maintain economic and non-economic value. During our time together, we will explore the origins, power, theory, meaning, relevance and practice of brands, brand development, brand metrics and brand management.

Course Objectives:
For many firms, brands are by far their most valuable assets. Despite this, not enough attention has been given to brands. This course addresses some important branding decisions faced by brand managers. In this context, the course is designed to provide you with: 1) an appreciation of the significance of brands and branding; 2) an understanding how brands work; 3) analytic frameworks to help you understand how brands are managed; and 4) tools to help evaluate and diagnose brand health and brand problems. In pursuit of these objectives, a number of teaching approaches are used, including lectures, class discussion, cases, class exercises, a class project, and exams.

Brand Audit Project (35%): The brand audit project is an important part of the course. In groups, you will conduct an in-depth examination of a major brand. Each team will study a different brand--brands are assigned on a “first come, first served” basis. The goal of the brand audit is to assess brand health, sources of brand equity, and to suggest ways to improve and leverage that brand equity.

The audit will include both a paper and a presentation. The paper will be a 15-20 page detailed account of your brand, its history (development & extensions), competitors (POS & POD), architecture, logos, symbols and other associated brand livery, image & identity, spokespersons, placement, performance, description of the research you conduct + your findings, and, recommendations.

Your brand audit presentation should be a compelling PowerPoint arrangement of the most interesting material from your paper, touching, at a minimum, on:

1. **Current Branding Program or Brand Inventory.** A full description of the firm’s current brands, brand hierarchy, brand portfolio, brand alliances, the brand’s current positioning vis-à-vis competitors’ brands (POS & POD), and how branding is reflected/addressed in each of the marketing mix elements. A SWOT (strengths, weaknesses, opportunities, threats) analysis of current marketing/branding programs should be conducted.

2. **Original Market Research (Brand Exploratory and Descriptive).** In this part of the brand audit, you will conduct exploratory and descriptive research to construct the knowledge structure depicting the most common associations consumers have with the brand.
3. **Recommendations.** Your final task is to make recommendations on how to improve and managed the brand more effectively.

**Cases (35%):**
There are eight cases assigned for the course. Each of you will hand in a 2-page (max) summary for each case, addressing the case questions (see below). Late cases not accepted.

**Exam (10%):**
The final exam will cover cases and lectures.

**Class Participation/Attendance (20%):**
Attendance is required, monitored and rewarded for each session. Also, your participation in class and case discussions is monitored and rewarded

**Grading:**

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<th>Points</th>
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<tr>
<td>Brand Audit</td>
<td>35</td>
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<tr>
<td>Class participation/attendance</td>
<td>20</td>
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<tr>
<td>Case write-ups (8)</td>
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<td>Exam</td>
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A = 90-100 points
B = 80-89 points
C = 70-79 points
D = 60-69 points
F = 59 points or below
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<thead>
<tr>
<th>Date</th>
<th>Topic/Assignment</th>
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<tbody>
<tr>
<td>1/14</td>
<td>Course Overview/ Brand Audit Project/Groups formed/ Refresher on Marketing</td>
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<tr>
<td>1/21</td>
<td>History &amp; Power of Brands/Taste Test/ <em>Case: Intel Inside</em></td>
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<tr>
<td>1/28</td>
<td>Theory of Brands and Branding/<em>Case: Creative Advertising</em></td>
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<td>2/4</td>
<td>Brand Metrics</td>
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<td>2/11</td>
<td>Brand Metrics continued/<em>Case: Computer Power Group</em></td>
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<tr>
<td>2/18</td>
<td>Brand Identity</td>
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<td>2/25</td>
<td>Leveraging Brands/<em>Mountain Man Brewing</em></td>
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<td>3/4</td>
<td>Open Project Day</td>
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<tr>
<td>3/11</td>
<td>Spring Break</td>
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<td>3/18</td>
<td>Brand Failure/Rejuvenation/<em>Case: Snapple</em></td>
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<tr>
<td>3/25</td>
<td>Brand Spokespersons/Cult Brands</td>
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<tr>
<td>4/1</td>
<td>Brand Placement: <em>Case: BMW Z3 Roadster</em></td>
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<tr>
<td>4/8</td>
<td>Global Brands/<em>Case: British Airways</em></td>
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<td>4/15</td>
<td>Brand Architecture, Brand Management: <em>Case: Nivea</em></td>
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<td>4/22</td>
<td>Guest Speaker Alan Phillips: <em>Brand Army</em></td>
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<tr>
<td>4/29</td>
<td>Brand Audit Presentations</td>
</tr>
<tr>
<td>5/5-9</td>
<td>Final Exam Week</td>
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* This schedule is not expected to change, but, I do reserve the right to do so.

## Case Questions

**British Air**
- What problems has BA been having?
- What is BA’s view of globalization?
- What is a global brand? Was BA successful in building a global brand? Why? Why not?

**Computer Power Group**
- Evaluate CPG’s brand portfolio and architecture
- Identify sources of equity for each brand
- Evaluate each brand’s identity
- Develop a set of recommendations

**Creative Advertising:**
- What are the sources of Sunday’s brand equity? How can Sunday’s brand equity be leveraged?
- Assess the strength, favorability and uniqueness of Sunday’s brand associations, relative to competitors.
- Identify the strategic intention of each Sunday campaign (i.e. brand awareness, brand attributes, brand positioning, etc. [see Table 3])

**Intel Inside**
- Why did Intel use numbers (286, 386, 486) to identify its first processors?
- What significance did this numbering system attain in the industry? Why?
- How did Intel respond? What problems did they encounter? What results?

**Launching the BMW Z3 Roadster**
- Evaluate BMW’s launch of the Z3
- Why BMW use the James Bond film for its launch?
- Evaluate the pros and cons of using the Bond film.
Mountain Man Brewing Company
- Evaluate the strength, health and sources of *Mountain Man Lager*’s brand equity.
- Discuss and evaluate the proposed *Mountain Man Light* brand extension. Is it appropriate/inappropriate? Will it strengthen/weaken *Mountain Man Lager*’s equity? Will it likely hurt its sales? Image?

Nivea
- What are the sources of Nivea’s brand equity?
- Evaluate Nivea’s brand architecture and hierarchy
- Evaluate Nivea’s brand extension strategy
- Provide recommendations to Nivea’s top management

Snapple
- How would you characterize Snapple’s brand image? What are the sources of its Brand equity?
- Where did Quaker go wrong? What might they have done differently?
- How might Snapple’s sale to Cadbury affect its equity?
- What should Cadbury do get the Snapple brand back on its feet?

Emergency Procedures

Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on the BERT’s website at [www.bert.siu.edu](http://www.bert.siu.edu), Department of Public Safety’s website [www.dps.siu.edu](http://www.dps.siu.edu) (disaster drop down) and in the Emergency Response Guidelines pamphlet. Know how to respond to each type of emergency.

Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. **It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency.** The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering within the facility.
“We emphasize student achievement and success because achievement and success are essential if we are to shape future leaders and transform lives.”
IMPORTANT DATES
Semester Class Begins .........................................................01/13/2014
Last day to add a class (without instructor permission): ..............01/24/2014
Last day to withdraw completely and receive a 100% refund: ......01/26/2014
Last day to drop a course using SalukiNet: ................................03/23/2014
Last day to file diploma application (for name to appear in Fall
  Commencement program): ..................................................03/28/2014
Final examinations: .............................................................5/5 – 5/9/2014
Note: For outreach, internet, and short course drop/add dates, visit
  Registrar’s Academic webpage http://registrar.siu.edu/

SPRING SEMESTER HOLIDAYS
Martin Luther King, Jr.’s Birthday 01/20/2014
Spring Vacation 03/08—03/16/2014

WITHDRAWAL POLICY ~ Undergraduate only
Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal
form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping
courses and when withdrawing from the University, please visit http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

INCOMPLETE POLICY ~ Undergraduate only
An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class
assignments. An INC must be changed to a completed grade within one semester following the term in which the course was
taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated,
that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever
occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student’s grade point
average. For more information please visit:
  http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY
An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two
total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A,B,C,D, or F, the
course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in
the overall GPA and count toward hours earned. See full policy at
  http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

GRADUATE POLICIES
Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit

DISABILITY POLICY
Disability Support Services provides the required academic and programmatic support services to students with permanent
and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must
come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion
of Disability Accommodation Agreements.
  http://disabilityservices.siu.edu/

STUDENT CONDUCT CODE
  http://policies.siu.edu/other_policies/chapter3/conduct.html

SALUKI CARES
The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students
in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their
families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an
important part of the community. For Information on Saluki Cares: (618) 453-5714, or siucares@siu.edu,
  http://salukicares.siu.edu/index.html

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programs. Emergency response information is available on posters in buildings on campus, available on BERT’s website at
www.bert.siu.edu, Department of Safety’s website at www.dps.siu.edu (disaster drop down) and the Emergency Response
Guideline pamphlet. Instructors will provide guidance and direction to students in the classroom in the event of an emergency
affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation
or sheltering emergency.

INCLUSIVE EXCELLENCE
SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of
society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ is an important
part of education as well an essential preparation for any career. For more information please visit:
  http://www.inclusiveexcellence.siu.edu/

MORRIS LIBRARY HOURS
  http://www.lib.siu.edu/about

LEARNING AND SUPPORT SERVICES

Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:

**Tutoring**: [http://tutoring.siu.edu/](http://tutoring.siu.edu/)

**Math Labs**: [http://tutoring.siu.edu/math_tutoring/index.html](http://tutoring.siu.edu/math_tutoring/index.html)

**WRITING CENTER**
The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit [http://write.siu.edu/](http://write.siu.edu/)

**AFFIRMATIVE ACTION & EQUAL OPPORTUNITY**
Our office's main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. *For more information visit:* [http://diversity.siu.edu/](http://diversity.siu.edu/)

**Additional Resources Available:**

**SALUKINET**: [https://salukinet.siu.edu/cp/home/displaylogin](https://salukinet.siu.edu/cp/home/displaylogin)

**ADVISEMENT**: [http://advisement.siu.edu/](http://advisement.siu.edu/)

**PROVOST & VICE CHANCELLOR**: [http://pvcaasiu.edu/](http://pvcaasiu.edu/)

**SIU ONLINE**: [http://online.siu.edu/](http://online.siu.edu/)

Spring 2014 R.O'Rourke