505 Brand Management
Fall 2015

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Class Website: Blackboard

Harvard Cases: https://cb.hbsp.harvard.edu/cbmp/access/38599250 (register online)

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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<tr>
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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>
<td>35</td>
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<td>Exam</td>
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<td>Total</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
**Tentative Course Calendar***

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic/Assignment</th>
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<tbody>
<tr>
<td>8/25</td>
<td>Course Overview/ Brand Audit Project/Groups formed/Refresher on Marketing</td>
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<tr>
<td>9/1</td>
<td>History &amp; Power of Brands/Taste Test/ <strong>Case: Intel Inside</strong></td>
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<tr>
<td>9/8</td>
<td>Theory of Brands and Branding/ <strong>Case: Creative Advertising</strong></td>
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<td>9/15</td>
<td>Brand Metrics 1</td>
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<td>9/22</td>
<td>Brand Metrics 2/ <strong>Computer Power Group</strong></td>
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<tr>
<td>9/29</td>
<td>Brand Identity</td>
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<td>10/6</td>
<td>Leveraging Brands/ <strong>Mountain Man Brewing</strong></td>
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<td>10/13</td>
<td><strong>Open Project Day</strong></td>
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<td>10/20</td>
<td><strong>Fall Break</strong></td>
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<td>10/27</td>
<td>Brand Failure/Rejuvenation/ <strong>Snapple</strong></td>
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<td>11/3</td>
<td>Brand Spokespersons/Cult Brands</td>
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<td>11/10</td>
<td>Brand Placement/ <strong>BMW Z3 Roadster</strong></td>
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<td>11/17</td>
<td>Global Brands/ <strong>British Airways</strong></td>
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<td>11/24</td>
<td>Brand Architecture, Brand Management/ <strong>Nivea</strong></td>
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<td>12/1</td>
<td><strong>Thanksgiving</strong></td>
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<td>12/8</td>
<td>Brand Audit Presentations</td>
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<td>12/14-18</td>
<td><strong>Final Exam Week</strong></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 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.
**IMPORTANT DATES ***

Semester Class Begins: .................................................. 08/24/2015  
Last day to add a class (without instructor permission): ........ 08/30/2015  
Last day to withdraw completely and receive a 100% refund: . . . 09/06/2015  
Last day to drop a course using SalukiNet: ......................... 11/01/2015  
Last day to file diploma application (for name to appear in Commencement program): .................................................. 09/18/2015  
Final examinations: .................................................... 12/14–12/18/2015

Note: For outreach, internet, and short course drop add dates, visit Registrar's Academic webpage http://registrar.siu.edu/

**FALL SEMESTER HOLIDAYS**

- Labor Day Holiday 09/07/2015  
- Fall Break 10/10—10/13/2015  
- Veterans Day Holiday 11/11/2015  

**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 http://gradschool.siu.edu/about-us/grad-catalog/index.html

**DISABILITY POLICY**

Disability Support Services provides the required academic and programmatic sup-port 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-sourced documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu/

**PLAGIARISM CODE**


**MORRIS LIBRARY HOURS**

http://www.lib.siu.edu/about

**SAFETY AWARENESS FACTS AND EDUCATION**

Title IX makes it clear that violence and harassment based on sex and gender is a Civil Rights offense subject to the same kinds of accounta-bility and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here: http://safe.siu.edu

**SAUKI 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

**EMERGENCY PROCEDURES**

Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. We ask that you become familiar with the SIU Emergency Response Plan and Building Emergency Response Team (BERT) programs. Please reference the Building Emergency Response Protocols for Syllabus attachments on the following pages. 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.siuedu/

**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/  
Math Labs http://tutoring.siu.edu/mathtutorial/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/

**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/

**Additional Resources Available:**

**SALUKINET** http://salukinet.siu.edu/cp/home/displaylogin

**ADVISEMENT** http://advisement.siu.edu/

**SIU ONLINE** http://online.siu.edu/

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**Fall 2015 R.O'Rourke**