

## International Summer University<sup>WU</sup> 2022

WU (Vienna University of Economics and Business)

### Course Outline

<b>Course Title</b>	<b>Branding: A Practical View and Why it Matters</b> 	
<b>Instructor</b>	Professor Poh-Lin Yeoh, Bentley University <a href="mailto:pyeoh@bentley.edu">pyeoh@bentley.edu</a> Department of Marketing 175 Forest Street Waltham, MA 02452 United States of America	
<b>Language of instruction</b>	English	
<b>Course level</b>	Graduate	
<b>Contact hours</b>	25 teaching hours (45 min. each)	

#### Aim of the course

##### Course Philosophy:

The basic philosophy for this course is to blend theory and practice of brand management. Branding is both an art and a science. Few branding situations have a definitive, unqualified "right" answer as to what is the best approach. However, when armed with relevant and comprehensive theories, appropriate frameworks and models and familiarity with past successful and unsuccessful branding strategies, managers can make better and more informed decisions that are more likely to yield successful implementation. Lessons from this class can also help students with their own personal branding.

#### Learning Objectives

More and more firms have come to realize that their brands are among their most valuable assets in the firm. The goal of this course is to teach students the strategic significance of the role of brands in creating shareholder value. Using lectures, cases, discussions, exercises and group projects, the students should develop fluency with the core principles associated with branding including:

- An understanding of how to develop a brand positioning

- Managing total brand experience
- How to manage the brand relevancy over time
- Familiarity with the various qualitative and quantitative methodologies that are used to evaluate brand equity
- How to achieve growth through brand extension
- Brand design and brand messaging
- Extending brands in international markets

### Prerequisites and/or admission requirements

Application requirements for the Graduate Program are current enrollment in a master's or MBA program (or equivalent), with a focus on business administration/economics, and / or a bachelor degree in a business major by the time of participation in the ISU<sup>WU</sup> program.

Applicants interested in participating in the International Summer University<sup>WU</sup> need an excellent command of the English language. The English language requirements can be found at [ISU<sup>WU</sup> Language Requirements](#).

Application requirements for WU students can be found on our [application website](#).

### Teaching Methods

Lectures, interactive discussions, individual assignments, student group work and presentations, case study analysis

### Pre-course assignment

The pre-course assignment accounts for 25% of the overall grade.

**Due June 29, 2022**

**4 pages (max) with 1.5 spacing, 11 or 12 Times Roman font size**

#### Readings:

- 1) Brands and Brand Equity (2019), Rohit Deshpande, Anat Keinan
- 2) Brand Positioning (2014) Jill Avery, Sunil Gupta

#### Case: Mavi: Fashioning a Path to Brand Growth

This is a nice summary about the brand (<https://www.thegeniusworks.com/2017/08/mavi-jeans-turkey-world-fashioning-path-brand-growth/>)

#### Questions

- 1) What do you believe is Mavi's most promising growth path? Where should its managers focus their attention in the next year? Why?
- 2) Does Mavi have the right brand to support your recommended growth path? Why or why not? How would you assess Mavi's current brand equity and how transferable is it to new growth areas? How extendable is the Mavi brand?
- 3) How would you extend the Mavi brand – upward or downward? Why? What type of branding strategy would you use? (a) a branded house (using Mavi as the only brand on all offerings?), (b) a house of brands (preserving Mavi for the mass market brand and using different brand names in the premium and/or fast – fashion segments), or (c) sub-branding (combining Mavi with new brand names for the premium and/or fast-fashion segments)? Why?
- 4) Should Mavi invest in growing its brand domestically or internationally? In which geographies (domestic versus international) do you see the most potential? Why? Does Mavi have what it takes to become a global brand?

- 5) What adjustments (if any) would you make to Mavi's choice of target market and proposition to support its growth goals? Which positioning option: "Perfect Fit" versus "Maviterranean" versus "Celebrity Endorsement" makes the most sense for Mavi going forward? Why?
- 6) What are three take-aways lessons from this case based on your understanding of the brand positioning article by Avery and Gupta?

Course Contents	Topics and Readings	Individual Homework Assignment	Team Assignment
<b>Day 1</b>	<p>The objective of the first session is to provide the "big picture" for the course in terms of what strategic brand management is all about. The goal is for you to get a sense for what decisions must be made in brand management. Before today's session, please read the entire course syllabus carefully. The first two chapters provide a useful overview of the scope involved in the course and the topics that will be covered.</p> <p>Overview of course and class expectations. Topic introduction: What is Branding? Brand Strategy? Read: Chapters 1 and 2 <a href="http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf">http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf</a></p>	<p>Watch The Naked Brand film. Write a 100 word summary including 4 main take-away points. Email your document to pyeoh@bentley.edu before the next class. More details about the video will be made available in class.</p>	<p>"The Brand Bible" Develop a Brand Bible for one of the Forbes magazine most valuable brands. <a href="https://www.forbes.com/the-worlds-most-valuable-brands/#c9a6723119c0">https://www.forbes.com/the-worlds-most-valuable-brands/#c9a6723119c0</a></p> <p>See accompanying slides for guidelines on completing the Brand Bible.</p> <ul style="list-style-type: none"> <li>• Begin preliminary research on the brand you wish to work on for the Brand Bible (take the road less travelled, that is, choose a brand that is not extensively researched).</li> <li>• Please inform the instructor at the end of the day your selected brand choice</li> <li>• Research/write a Company Overview &amp; History and Basic Company/Product Statistics.</li> </ul>
<b>Day 2</b>	<p>Brands and Brand Equity</p> <p>Discussion of the Naked Film Video Introduction to Brand Elements and Brand Equity, and Lovemarks</p> <p>Read Chapter 4 <a href="http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf">http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf</a></p>	<p>Think about your chosen brand for the Brand Bible project.</p> <p><b>Brand Equity Exercise</b> Rate the brand from 1-10 (1 is Low, 10 is High) in these areas and explain your ratings and provide supporting examples for your ratings Salience (is there deep, broad brand awareness?) Brand Meaning (are the brand associations strong, favorable, and unique?) Brand Responses (what are consumers saying about the brand on social media? evaluate their brand judgements and feelings) Brand Resonance (how do consumers connect with the brand in terms of intensity/depth of psychological bond?)</p> <p><b>This Lovemarks exercise has 2 parts to it</b> <b>(I) In-class Exercise</b> Discuss whether this chosen brand has attained lovemark status. You will need to research the brand, consulting articles written about the brand, perhaps information provided by the company, and your first-hand (or other people who you interview) experience with the brand.</p>	

		<p>Using this information you are to write a short paper that makes the “case” for this brand being a “lovemark.”</p> <p>Rate the brand from 1-10 (1 is Low, 10 is High) in these areas:</p> <ul style="list-style-type: none"> <li>• Mystery: Great stories draw us together; a way to connect past, present and future; taps into dreams, myths and icons; and inspiration</li> <li>• Sensuality: Sound, sight, smell, touch and taste are portals to emotion</li> <li>• Intimacy: Commitment, empathy and passion that connect and drive loyalty</li> </ul> <p>Explain your ratings on the last day of class</p> <p>(II) <b>Draft 150-250 word copy that connects your brand to the Lovemark concepts of Mystery, Sensuality and Intimacy.</b> This can become copy for your Brand Book when coupled with the Brand Overview and statistics that you have already researched and acquired.</p> <p>Examples can be drawn from this article:  <a href="https://powerhousebooks.com/preview/loveworkspreview.pdf">https://powerhousebooks.com/preview/loveworkspreview.pdf</a></p>	
<b>Day 3</b>	<p><b>Introduction to Brand Voice and capturing a brand’s essence via words and Introduction to Brand Pyramids</b></p> <p>Read Chapter 9  <a href="http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf">http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf</a></p>	<p>Pear River case due tomorrow. Case questions will be posted in class</p> <p>Read Chapter 5 “The Positive Campaign Route: Overcoming Negative Country-of-Origin Associations ) in Breakout: How Emerging Market Brands Will Go Global (Kumar and Steenkamp, 2013).</p>	<p>Read this article on Authentic Voice:  <a href="http://www.terryleestone.com/branding/wp-content/uploads/2015/09/brand_voice_perspective_20140822.pdf">http://www.terryleestone.com/branding/wp-content/uploads/2015/09/brand_voice_perspective_20140822.pdf</a></p> <p>This reading can and should impact your strategies.</p> <p>Brand Book Assignment:</p> <ul style="list-style-type: none"> <li>• List 5 adjectives that capture what is engaging about your brand. Provide evidence from their communication strategies.</li> <li>• How would you describe the personality of your chosen brand using Jung’s archetypes? What is the brand’s core archetype? Provide evidence for your choice from the brand’s communication strategy. What are the potential one or two supporting archetypes your brand can adopt for brand differentiation?</li> </ul> <p>Take this quiz</p> <ul style="list-style-type: none"> <li>• <a href="https://www.trivera.com/mautic/archetypes/archetype_quiz">https://www.trivera.com/mautic/archetypes/archetype_quiz</a></li> </ul>

<b>Day 4</b>	<p>Discussion of Pearl River Case</p> <p>Introduction to Global Brands and Country-of-Origin</p> <p>Read Chapter 14  <a href="http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf">http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_Management_BookFi.pdf</a></p>	<p>Introduction to the self branding exercise which students will present on the last day of class</p>	<p>The first part of the class will be devoted to case discussion and presentation on global branding and country-of-origin</p> <p>The second part of the class will be devoted to teams completing their Brand Book write-up and presentation slides</p>
<b>Day 5</b>	<p>(1) Team's Brand Book Presentation and submission  (2) Self-Branding Presentation  A discussion of using Brand Strategy concepts and skills learned in this class applied to yourself. In-class students will present a portfolio piece to the class and talk about themselves as a Brand (5-10 minute presentation per student)</p>		

### Criteria for successful completion of the course

In order to complete the course, students have to attend classes regularly, complete the pre-course and all in-class and out-of-class assignments, the country manager simulation steps and participate actively throughout the course.

### Assessment

#### Individual (65%)

- |                                     |     |
|-------------------------------------|-----|
| • Pre-course Assignment (Mavi case) | 25% |
| • Write-up on the Naked Brand Video | 10% |
| • Pearl River Case                  | 10% |
| • Final Self-branding presentation  | 10% |
| • Participation and attendance      | 10% |

#### Team (35%)

- |                           |     |
|---------------------------|-----|
| • Brand Book Presentation | 10% |
| • Brand Book Submission   | 25% |

- 1/A 90+ Exceptional, outstanding and excellent performance - indicate a student who is self-initiating, exceeds expectations and has an insightful grasp of the subject matter
- 2/B 80-89 Very good and solid performance – indicate a good grasp of the subject matter or excellent grasp in one area balanced with a satisfactory grasp in another area.
- 3/C 70-79 Satisfactory, or minimally satisfactory - indicate a satisfactory performance and knowledge of the subject matter.
- 4/D 60-69 Marginal Performance – indicate a superficial grasp of the subject matter.
- Fail 59 and below Unsatisfactory performance

### Course literature (cases, papers, online material...)

All required reading material will be forwarded to all participants before course start.

*Please note the following information on the total workload of the respective course:*

Course level	ECTS-credits	Pre-course workload	In-class activity	Outside of class workload during the program
Graduate	3	approx. 20 hours	19 hours (= 25 teaching hours)	approx. 20 hours