


International Summer University^{WU} 2023

WU (Vienna University of Economics and Business)

Course Outline

Course Title	Branding: A Practical View and Why it Matters	
Instructor	Professor Poh-Lin Yeoh, Bentley University pyeoh@bentley.edu Department of Marketing 175 Forest Street Waltham, MA 02452 United States of America	
Language of instruction	English	
Course level	Graduate	
Contact hours	35 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 will help students to learn how to successfully promote the most important brand of all: themselves. Students will begin thinking of themselves as professionals and consider their personal brand as they pursue opportunities

Learning Objectives

A brand name, and its associated brand equity, is one of the most valuable assets any firm has. However, management education has not paid sufficient attention to managing brands, as the statement below suggests:

"The MBA should stand for 'Murderer of Brand Assets.'" (Larry Light, Marketing Consultant & Chairman of the Coalition for Brand Equity)

To address this oversight, this course addresses important branding decisions faced by organizations. The course objectives are:

- 1) to increase student understanding of the important issues in planning, implementing and evaluating brand strategies;
- 2) to provide relevant theories, models and tools for the making of brand decisions; and
- 3) to provide a forum for students to apply these principles themselves

Prerequisites and/or admission requirements

Students' application requirements for the Graduate Program are current enrollment in a master's or MBA program (or equivalent), with a focus on business administration, and/or a bachelor degree in a business major. Further, an excellent command of the English language is required.

Teaching Methods

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

Pre-course assignment

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

Please email assignment to: pyeoh@bentley.edu

Due June 30, 2023

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

Readings:

Brand Positioning (2014) Jill Avery, Sunil Gupta

Kevin Lane Keller (1999), "Effective Long-Run Brand Management: Brand Reinforcement and Revitalization Strategies," California Management Review, 41 (3), 102-124

Case Questions: Does Mattel's Iconic Barbie Doll Need a Makeover

1. What are the main issues that the Barbie brand currently faces? What are the ongoing controversies about Barbie?
2. What is the influence of Barbie on society? Is Barbie "bad" for society?
3. What is your analysis of Mattel's repositioning efforts, including its new advertisements and new products?
4. What would you recommend that Mattel (and the managers of the Barbie brand) do next?
5. Based on your understanding of the two readings, what are three take-aways lessons from this case for marketing managers when it comes to brand repositioning?

Course Contents	Topics and Readings	Individual Homework Assignment	Team Assignment
Day 1 July 12	<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 readings 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?</p> <p>Read: Chapter 1 and 4 (from Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity)</p> <p>Read the article Brands and Brand Equity for tomorrow's class</p>	<p>Watch The Naked Brand film. Email your assignment to pyeoh@bentley.edu before the next class (July 13). The link to the video will be made available to students in class.</p> <p>Discussion of Case due on July 14 Philips India: Launch of New Air Purifiers Case and questions will be made available to students in class</p>	<ol style="list-style-type: none"> 1. Develop a Brand Bible for a global brand. Please inform the instructor at the end of the day your selected brand choice <p>Forbes magazine most valuable brands. https://www.forbes.com/the-worlds-most-valuable-brands/#7ad8065d119c Interbrand's most global brands https://interbrand.com/best-brands/</p> <ol style="list-style-type: none"> 2. 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). 3. Research/write a Company Overview & History and Basic Company/Product Statistics. 4. Rate your chosen brand from 1-10 (1 is Low, 10 is High) in these areas: <ul style="list-style-type: none"> • Brand Names • Logos, Symbols, Characters • Slogan / Tagline • Jingle/Audio Cue • Explain your ratings on the last day of class
Day 2 July 13	<p>Developing the brand strategy</p> <p>Read Chapters 2 and 3 (from Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity)</p> <ul style="list-style-type: none"> • Chapter 2. Customer-Based Brand Equity and Brand Positioning • Chapter 3. 3. Brand Resonance and Brand Value Chain 	<ul style="list-style-type: none"> • Discussion of the Naked Film Video 	
Day 3 July 14	<p>In-class Discussion of the Philips India case</p> <p>Students work on the brand resonance model for their chosen brand</p>	<p>Discussion of case: Philips India: Launch of New Air Purifiers</p> <p>Think about your chosen brand for the Brand Bible project.</p>	

		<p>Using the brand resonance model, 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</p> <ul style="list-style-type: none"> • 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?) 	
Day 4 July 17	<p>Introduction to Lovemarks Read the LoveMarks pdf</p>	<p>Lovemarks exercise In-class Exercise</p> <p>(a) 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. Using this information you are to write a short paper that makes the “case” for this brand being a “lovemark.”</p> <p>The information below goes into your brand bible (out of classroom assignment)</p> <p>(b) Where does your chosen brand belong in the respect/love axis? Is it a commodity? A fad? A solid brand with a big opportunity? Or a Lovemark? If it is a Lovemark (lucky you!), how should the company maintain the Lovemark status? If your brand has yet to reach the Lovemark status, what should the brand do to move the needle to build strong emotional connections with their consumers?</p> <p>(c) Rate your chosen brand from 1-10 (1 is Low, 10 is High) in these areas:</p> <ul style="list-style-type: none"> • Mystery: How will your brand continue telling stories and surprising customers over time? • Sensuality: How will you brand seduce customers by reaching them through their senses - a good design will be captured through sight, audio branding, olfactory marketing, etc.? • Intimacy: How will you make your consumers not only want to buy your brand, but want to be part of it? • Look up previous advertising/comments, etc. of your chosen brand. How has the brand weaved the three Lovemark ideas of Mystery, Sensuality and Intimacy into their advertising strategies? Include the urls of these videos and discuss them in the last day of class. What are people sharing about the brand on social media? 	
Day 5 July 18	<p>Introduction to Brand Voice and capturing a brand’s essence via words; Brand Archetypes</p> <p>Read Chapter 9 (from Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity)</p>	<p>Discussion of case due on July 20 The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture. Case and questions will be made available to students in class</p>	<p>Brand Book Assignment:</p> <ul style="list-style-type: none"> • Using Aaker’s personality framework, how would you describe the personality of your chosen brand? • How would you describe the personality of your chosen brand using Jung’s archetypes? What is the brand’s core

	Read this article on Authentic Voice: http://www.terryleestone.com/branding/wp-content/uploads/2015/09/brand_voice_perspective_20140822.pdf		archetype? Provide evidence for your choice from the brand's communication strategies. <ul style="list-style-type: none">Based on your responses to (a) and (b), how closely aligned are your brand's personality traits to Jung's archetypesSelect your chosen brand's closest competitor. Assign an archetype to your competitors' brand, and address how your chosen brand is similar or different from it. What are two potential supporting influencer archetypes your brand can adopt or have adopted for greater brand authenticity?
Day 6 July 19	Introduction to Global Brands and Country-of-Origin Read: <ul style="list-style-type: none">Brand Breakout: How Emerging Market Brands Will Go Global - Chapter Five - The Positive Campaign Route—Overcoming Negative Country-of-Origin (Nirmalya Kumar & Jan-Benedict E.M Steenkamp, 2013)Global Branding (HBR article)Case: Pearl River Piano (in-class discussion)	I am a brand Assignment will be made available to students	The first part of the class will be devoted to class discussion on global branding and country-of-origin Brand Book Assignment: <ul style="list-style-type: none">How strong are the local competitors where your brand competes in? How is this local competitor advertised vis-à-vis your chosen brand? You may want to emphasize certain region(s) or countries for this question (Amazon versus Alibaba) https://www.marketing-interactive.com/a-list-of-the-asian-brands-dominating-brandz-rankingsProvide a simple characterization of their brand hierarchy and portfolio (no more than a page each). Assess the effectiveness of the brand architecture. What are its strengths and weaknesses?
Day 7 July 20	In-class Discussion of case: The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture	The second part of the class will be devoted to teams completing their Brand Book write-up and presentation slides. This complete assignment must incorporate the following information about the brand <ul style="list-style-type: none">Parent company, brand history, brand elements (refer to day 1)Brand pyramid (day 3)Lovemark status (day 4)Archetype -core and secondary (day 5)Strength of brand internationally (day 6)Brand architecture (day 7) Feel free to include other materials (e.g., communication materials, etc.) in your presentation/ submission of final writeup)	
Day 8 July 21	(1) Team's Brand Book Presentation and submission (2) Self-Branding Presentation		

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 (70%)

- Pre-course Assignment (case) 25%
- Naked Brand write-up 5%
- Philips India: Launch of New Air Purifiers (case) 10%
- The Marriott-Starwood Merger: (case) 10%
- Final self-branding write-up 10%
- Participation and attendance 10%

Team (30%)

- Brand Book Presentation 10%
- Brand Book Submission 20%

- 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	4	approx. 20 hours	27 hours (= 35 teaching hours)	approx. 33 hours