


## International Summer University<sup>WU</sup> 2024

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>	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's 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

### 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 (60%)

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|--|-----|
| • Pre-course Assignment (case #1)                                      | 20% |
| • Understanding the Brand Equity of the Nestle Crunch Bar (case #2)    | 10% |
| • Turning around Avon: The rebirth of an iconic global brand (case #3) | 10% |
| • Final self-branding and leadership write-up                          | 10% |
| • Participation and attendance   | 10% |

#### Team (40%)

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|---|-----|
| • Brand Audit Presentation (focus on the ZMET findings on selected brand/brand Personality/brand archetype) | 10% |
| • Brand Audit Submission (5 parts)  | 30% |
- 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.

## Pre-course assignment

The pre-course assignment accounts for 20% of the overall grade.

Please email assignment to: [pyeoh@bentley.edu](mailto:pyeoh@bentley.edu)

**Due July 19, 2024**

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

### Readings:

Brands and Brand Equity

Brand Positioning

<https://www.nytimes.com/2009/11/03/business/global/03vegemite.html>

### Case: Introducing iSnack 2.0: The New Vegemite

#### Questions:

1. What are the core brand associations of the Vegemite brand (before Talbot's team embarked on the social media campaigns)? Which actors and events played a key role in these associations?
2. In light of these historic factors, why did Talbot want to revitalize the brand?
3. Evaluate Vegemite's brand image based on the social media research undertaken by Talbot and his team. What do you like about the brand and what negatives need to be addressed?
4. Compare the "How do you like your Vegemite (HDYLYV) campaigns and the naming campaign. Why were the results so different for each?
5. Given that sales growth is strong, should Talbot ignore the backlash against the brand extension (iSnack 2.0)?
6. 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 extensions?

Course Contents	Topics and Readings	Individual Homework Assignment	Team Assignment
<p><b>Day 1 July 31 (Wed)</b></p>	<p><b>Objective:</b> 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. <b>Before today's session, please read the entire course syllabus carefully.</b> The readings provide a useful overview of the scope involved in the course and the topics that will be covered.</p> <p><b>Overview of course and class expectations. Topic introduction: What is Branding? Brand Strategy?</b> Read: Keller: Chapters 1 and 2 Brands and Brand Management Customer-based Brand Equity and Brand Positioning</p>	<p>Discussion of Vegemite i.Snack</p>	<ol style="list-style-type: none"> <li>1. Develop a Brand Bible for a global brand. Please inform the instructor at the end of the day your selected brand choice</li> </ol> <p>Forbes magazine most valuable brands. <a href="https://www.forbes.com/the-worlds-most-valuable-brands/#7ad8065d119c">https://www.forbes.com/the-worlds-most-valuable-brands/#7ad8065d119c</a> Interbrand's most global brands <a href="https://interbrand.com/best-brands/">https://interbrand.com/best-brands/</a></p> <ol style="list-style-type: none"> <li>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).</li> <li>3. Research/write a Company Overview &amp; History and Basic Company/Product Statistics.</li> <li>4. Rate your chosen brand from 1-10 (1 is Low, 10 is High) in these areas: <ul style="list-style-type: none"> <li>• Brand Names</li> <li>• Logos, Symbols, Characters</li> <li>• Slogan / Tagline</li> <li>• Jingle/Audio Cue</li> <li>• Explain your ratings on the last day of class</li> </ul> </li> </ol>
<p><b>Day 2 August 1 (Thurs)</b></p>	<p><b>Developing the brand strategy – brand personality</b> Read Keller Chapter 10 Measuring Sources of Brand Equity: Capturing Customer Mind-Set (first half of the class)</p>	<p><b>For August 5</b>, students need to bring 4-5 pictures from original photos, internet images, magazine pictures, or other source) that represent their thoughts and feelings about the Starbucks brand.</p>	<p>Second half of the class: <b>Discussion of Brand Audit and their deliverables</b></p> <p><b>I. Understanding the Brand Identity</b> Please inform the instructor your selected brand choice for the team project</p>

		<p>The images are not to have the product itself or the brand name in the picture.</p>	<p>Forbes magazine most valuable brands.  <a href="https://www.forbes.com/the-worlds-most-valuable-brands/#7ad8065d119c">https://www.forbes.com/the-worlds-most-valuable-brands/#7ad8065d119c</a>  Interbrand's most global brands  <a href="https://interbrand.com/best-brands/">https://interbrand.com/best-brands/</a></p> <ol style="list-style-type: none"> <li>5. Begin preliminary research on the brand you wish to work on for the Brand Audit (take the road less travelled, that is, choose a brand that is not extensively researched).</li> <li>6. Research/write a Company Overview &amp; History and Basic Company/Product Statistics.</li> <li>7. Rate your chosen brand from 1-10 (1 is Low, 10 is High) in these areas with brief explanations <ul style="list-style-type: none"> <li>• Brand Names</li> <li>• Logos, Symbols, Characters</li> <li>• Slogan / Tagline</li> <li>• Jingle/Audio Cue</li> <li>• Explain your ratings on the last day of class</li> </ul> </li> </ol> <p>Submit at the end of class to <a href="mailto:pyeoh@bentley.edu">pyeoh@bentley.edu</a></p>
<p><b>Day 3 August 2 (Fri)</b></p>	<p>Introduction to Brand Voice and capturing a brand's essence via words.</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>Discussion of the ZMET technique</p>	<p>Case: Understanding the Brand Equity of the Nestle Crunch Bar  <b>Due August 6</b></p>	<p><b>II. Understanding your selected brand's personality and archetype</b></p> <ol style="list-style-type: none"> <li>i. Using Aaker's personality framework and based on your reviews above, how would you describe the personality of your chosen brand? Provide evidence from the brand's communication strategies.</li> <li>ii. How would you describe the personality of your chosen brand using Jung's twelve archetypes? What is the brand's core archetype? Provide evidence for your choice based on the brand's communication strategies.</li> </ol>

			<ul style="list-style-type: none"> <li>iii. Based on your responses to (i) and (ii), how closely aligned are your brand's personality traits to Jung's archetypes</li> <li>iv. What is one potential supporting influencer archetype your brand can adopt or have adopted for greater brand authenticity and differentiation. Explain your response.</li> </ul>
<b>Day 4: August 5 (Mon)</b>	<p>Zaltman Metaphor Elicitation Technique (ZMET) In-class Exercise.</p> <p>Article on Metaphors: 'Marketing Metaphor – What deep metaphors reveal about the minds of consumers'  <a href="https://nsuworks.nova.edu/cgi/viewcontent.cgi?article=1779&amp;context=tqr">https://nsuworks.nova.edu/cgi/viewcontent.cgi?article=1779&amp;context=tqr</a></p>	<p><b>In-class ZMET Class Exercise</b></p> <p>Discussion of students' ZMET pictures of the Starbucks brand</p>	<p><b>III.</b> Students submit brand's audit assignment on brand personality and archetype by the end of class to <a href="mailto:pyeoh@bentley.edu">pyeoh@bentley.edu</a></p>
<b>Day 5 August 6 (Tues)</b>	<p>Readings:          "What is an Iconic Brand?"          "Managing Brands for the Long Run"</p>	<p><b>Discussion of case:</b>          Understanding the Brand Equity of the Nestle Crunch Bar</p> <p><b>Final case:</b> Turning around Avon: The rebirth of an iconic global brand          Due: August 8</p>	<p><b>Understanding your selected brand's tone of voice</b></p> <p>Use the Nielsen Norman Group's four identified dimensions of tone of voice to map where your brand falls in each category:</p> <p>Funny vs. serious          Formal vs. casual          Respectful vs. irreverent          Enthusiastic vs. matter-of-fact</p> <p>Provide evidence from their communication strategies – (traditional and digital media)</p>
<b>Day 6 August 7 (Wed)</b>	<p>Understanding Brand Equity</p> <p>Readings:          "The Art and Science of Brand Evaluation"          "Brands and Brand Equity"</p>		<p><b>Understand Your Brand's Level of Equity</b></p> <p>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"> <li>a) Salience (is there deep, broad brand awareness for the brand?)</li> <li>b) Brand Meaning (are the brand associations strong, favorable, and unique?)</li> <li>c) Brand Responses (what are consumers saying about the brand on social media? Evaluate their brand judgements and feelings)</li> <li>d) Brand Resonance (how do consumers connect with your chosen brand in terms of intensity/depth of psychological bond – address behavioral loyalty, attitudinal attachment, sense of community, and active engagement)</li> <li>e) Is your brand strong on all four resonance outcomes? What actions or brand strategies could be implemented to increase customer engagement with your brand? For each layer and aspect of the pyramid, ask yourself what you could do to improve on it. Each building block will support and build on the next so creating a strong foundation for the brand is a good way of achieving brand resonance.</li> </ul> <p>Students submit brand’s audit assignment on brand’s tone of voice at the end of class to <a href="mailto:pyeoh@bentley.edu">pyeoh@bentley.edu</a></p>
<p><b>Day 7 August 8 (Thurs)</b></p>	<p>Readings “You Are your Brand: Defining a Personal Leadership Style” for the personal brand assignment due tomorrow.</p>	<p>Case discussion: Turning around Avon: The rebirth of an iconic global brand</p>	<p><b>Second half of class:</b> Using Kelley’s brand resonance model, students submit brand’s audit assignment by the end of class to <a href="mailto:pyeoh@bentley.edu">pyeoh@bentley.edu</a></p>

<b>Day 8 August 9 (Fri)</b>	<ol style="list-style-type: none"><li>1. Team's Brand Audit Presentation and submission - Presentation should focus on the ZMET findings about your selected brand and your brand's personality/brand archetype.</li><li>2. Personal brand and leadership style presentation</li></ol>
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