

Summer 2017
STRATEGIC BRAND MANAGEMENT
Marketing 7376, Section 16970

Class time: Saturday, 8:30am to 3:30pm
Meeting room: Melcher 118
Prerequisite: MARK 6361

Instructor: John M. McKeever
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Office hours: By appointment

Textbook: Strategic Brand Management, 3rd or 4th edition by Kevin Lane Keller, the 4th includes more information around social media if you have interested in such); you may purchase/rent the 4th edition as there may be additional content, but the 3rd is less

Course description:

Brand management is the discipline that links strategic business objectives, marketing, and operations. High performance companies understand the importance of their brand and actively manage brand equity. This course will address the importance of brands, what they represent to customers, and what should be done by organizations to manage them properly.

Course objectives:

- Develop a fundamental understanding of brand management principles
- Construct information-based solutions for brand management
- Improve skills in delivering persuasive presentations
- Improve written communications skills
- Work effectively in teams

Usual format:

- 3 hours for lecture, discussion based on textbook or guest speakers
- 1 hour break for lunch/travel time
- 3 hours for group presentations, learning excursions, or group work on brand audit project

Expectations

- Active participation during class discussions; if we don't discuss, then we don't learn
- Don't be late – this class will start promptly
- Electronic devices are permitted for note taking or researching topics germane to the discussion
- For that reason, device use is discouraged during brand audit presentations or guest lectures as no notes are needed
- Cell phones must be on silent during class. If you need to check email or take a phone call, please excuse yourself from the classroom
- Remember your student identification number (not your SSN) as it will be used to post your grades
- Obtain directions (e.g., Google, MapQuest) in advance for all learning excursions
- You will be expected to post your submissions for the writing assignments in our class system on-time. Not meeting the deadline will affect your semester grade.

Grading

Grade distribution:

There are 300 points for your semester grade divided as follows:

Brand Audit Project		
20	Peer evaluation	You are required to submit your forms via email to me no later than <u>2</u> days after your presentation.
100	Written grade	Please see the grading sheet for specific point breakdown. If your team is having difficulty moving ahead, please contact me immediately. Failure to do so <i>as early as possible</i> is unacceptable.
Writing Assignments		
80	There are two writing assignments which will often include some of exercise outside of class. Each submission should be between 1-2 pages, submitted online. Attachments are fine or copy/paste into the assignment box. These writing assignments are given instead of two exams. Each assignment is worth 40 points.	
Exam		
100	This exam will consist of a thoughtful <i>white paper</i> written to your executives or school administrators regarding brand management challenges and ways to address.	

Grading scale for semester grades:

A	279 and above
A-	270-278
B+	261-269
B	249-260
B-	240-248
C+	231-239
C	210-230

Important note about attendance:

Since this class is held over several Saturdays, missing one class is equivalent to missing several class meetings in a normal semester. Therefore, it is imperative that you attend all classes. Exceptions will *only be made for illness or military service*.

AVAILABILITY OF COUNSELING SERVICES

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (www.uh.edu/caps) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. Also, there is no appointment necessary for the “Let’s Talk” program, which is a drop-in consultation service at convenient locations and hours around campus. http://www.uh.edu/caps/outreach/lets_talk.html

ALIGNMENT WITH BAUER PROGRAM LEARNING OBJECTIVES

Learning Objective	Whether/How Addressed
Working knowledge of ethics and legal compliance	Topics such as protectability discussed briefly in relation to brand elements
Disciplinary Competence	Exploration of foundational strategic brand management concepts such as customer-based brand equity, brand positioning, brand equity measurement and brand extensions
Communication Skills	Team project includes presentation; 3 writing assignments which include an executive-audience white paper for the final exam
Critical Thinking	All assignments require application of course concepts to real-world challenges; each classroom discussion examines particular brand(s) as it relates to a strategic brand management concept

ACADEMIC HONESTY

The University of Houston Academic Honesty Policy is strictly enforced by the C.T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook which can be downloaded at <http://www.uh.edu/dos/publications/handbook.php>. Students are expected to be familiar with this policy.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

Blackboard Learn Information for Students

Blackboard Learn is an online course system that provides a framework and tools for instructors to put course material and activities online.

Registered students are loaded into Blackboard Learn courses from the registration system. Starting a few days before classes start, registered students are loaded automatically into courses based on class numbers provided by instructors. Students who register late should allow at least 1-2 working days for their access to be enabled.

The Blackboard user name is the student's PeopleSoft ID. First-time student users of Blackboard Learn can get their PeopleSoft ID by using one of the following options:

- 1) In person in Room 116-PGH on the main campus, Monday-Friday, 8 am to 8 pm (except University holidays).
- 2) By phone at 713-743-1411 24 hours a day, 7 days a week (except University holidays).

Starting on the first day of classes, students can use their PeopleSoft ID, to log on to Blackboard Learn courses by going to <http://www.uh.edu/blackboard> and clicking the grey "Blackboard Learn" button.

Support for students using Blackboard Learn is available in four ways:

- 1) Online at <http://www.uh.edu/blackboard> and "Student Help".
- 2) In person in Room 116-PGH on the main campus, Monday-Friday, 8 am to 8 pm (except university holidays).
- 3) By phone at 713-743-1411 24 hours a day, 7 days a week (except university holidays).
- 4) By sending email to support@uh.edu with the student's full name, course name and number, section number, instructor's name and a description of the problem.

Schedule (4 Sessions! – Chapters based on 4th edition)

July 15th Introduction and Key Brand Equity Building Principles

- Chapter 1: Brands and Brand Management
- Chapter 2: Consumer-based Brand Equity and Brand Positioning
- Chapter 3: Brand Resonance and the Brand Value Chain
- Chapter 4: Choosing Brand Elements
- Chapter 5: Designing Marketing Programs
- Chapter 6: Integrated Marketing Communications
- Chapter 7: Leveraging Secondary Brand Knowledge
- Brand Audit Report Discussion & Team Assignments

Writing Assignment: I Am a Brand (due 20th)

July 22nd Measuring and Interpreting Brand Performance

- Robin Swanger, Director of Marketing, Baker Hughes
- Review I Am a Brand Assignments
- Cover topics not addressed last week
- Chapter 8: Developing a Brand Equity Measurement and Management System
- Chapter 9: Measuring Sources of Brand Equity: Capturing Customer Mindset
- Chapter 10: Measuring Outcomes of Brand Equity: Capturing Market Performance
- Team Check-ins: Outlines and Preliminary Research

July 29th Growing and Sustaining Brand Equity

- George Giles, III, Owner, CrossFit Hippo
- Review Endangered Brands
- Chapter 11: Designing and Implementing Brand Architecture Strategies
- Chapter 12: Introducing and Naming New Products and Brand Extensions
- Chapter 13: Managing Brands over Time
- Chapter 14: Managing Brands Over Geographic Boundaries and Market Segments
- Presentation Skills
- Team Check-ins:

Writing Assignment: Endangered Brands (due 27th)

August 5th Wrap-Up

- Careers in Brand Management
- Brand Audit Presentations
- Final Exam Due
- Course Evaluations

Brand Audit Project

You will pick from among a list of brands in class and conduct a brand analysis. The analysis will be based on information from secondary sources (e.g., business publications/trade journals), the textbook, and your group's professional experiences.

Please do not conduct any primary research (e.g., your own surveys).

You must identify your brand in the first class. No two teams will be allowed to review the same brand.

Your report should about five single-spaced pages. Please include exhibits and a page of references when appropriate. Your report must not exceed seven single-spaced, 12-point font, 1-inch margin pages. Exhibits can be added and are not included in the page total.

The report is a word-formatted document. You will also be asked to prepare and deliver a team presentation based on your audit. There is no grade for the presentation.

Your report should address the following issues:

- 1) Brand planning assessment – how would you characterize the positioning of your brand? What key marketing activities have been used to build brand equity? What are the greatest opportunities to further enhance that positioning?
- 2) Brand valuation assessment – how has your brand built equity? What methods should be used assess the value of the brand to the company?
- 3) Brand growth analysis – how would you critique your brand's architecture? What is good/bad? How would you judge its growth strategy?
- 4) Brand recommendations – based on your assessments, what should your company do to enhance its brand equity?

Writing Assignments

These assignments should be turned in online, the Thursday before the following class. Writing assignments are intended to give you a practical application of what was discussed in that session's class. Each submission should cover the questions listed, but should be brief in nature (i.e., answer the questions in bullet point form or simple paragraphs).

I Am a Brand

For this exercise, consider your career after graduation and your first post-MBA position. What kind of "brand" would you like to build for yourself? Address the following items:

- 1) Construct a mental map of how you would like others to see you. For example, what would you like fellow workers or supervisors to think of when your name came to mind?
- 2) Summarize the mental map in terms of a set of 3-5 core brand values.
- 3) Define your points-of-difference. What points-of-parity will you also need?
- 4) What brand mantra captures the essence of your brand positioning?
- 5) How will you go about achieving these strategic goals? How exactly will you promote yourself in terms of the three main ways to build brand equity?

Endangered Brands

Go to your local grocery store like Kroger or H-E-B. Walk through the store and identify two brands you consider to be weak in their category. For your writing assignment, document your reasons for their problems, and suggest prescriptive marketing measures to strengthen their brand.

Final Exam

Applying what you've learned this semester, draft a "white paper" for your senior management about what should be done to strengthen your corporate brand. If you are not currently employed, this white paper should be addressed to the Dean of Bauer College of Business. A white paper is a brief (not more than two pages) opinion piece that presents a challenge and your recommendations to resolve such. This document should be composed with the executive in mind. Therefore, avoid jargon and ensure that any academic terms are described sufficiently, if needed. Many students have submitted this document to their executives and I would encourage you to do the same if appropriate.