



<b>Professor</b>	<b>Susan Broniarczyk</b>
<b>Class</b>	<b>MW 11:00-12:15 UTC 1.02</b>
<b>Office</b>	CBA 7.226
<b>Office Hours</b>	<b>MW 2:00-3:30 and by appointment</b>
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<b>Course Web Page</b>	via Blackboard
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### Course Objectives

The most valuable asset many firms have is their brand. In our global economy, production and distribution can be replicated. But the knowledge, attitudes, and emotional connection consumers have about their brands cannot. Therefore many companies recognize that the investment they make in the creation and communication of their brand will become a strategic differentiator in the future. This class will focus on how to establish and grow brand equity, how to measure brand equity, how to manage brand architecture, and how to utilize brand equity to create more profit and growth for your company.

You will also enhance your collaboration skills through a team project. Integrity in brand management is critical and my hope is that you will leave this course knowing the importance of understanding what your customer wants and providing that honestly within the context of your brand. Brand marketing is a way to communicate the value and benefits of your company and/or product to consumers. A brand is a promise to your consumer and you will learn how to manage brands to fulfill this promise.

### Materials

Course Reading Packet (CP): Required  
Jenn's Copy & Binding ([www.jennscopies.com](http://www.jennscopies.com))  
2200 Guadalupe

Everyone must purchase their own copy of the packet. Do not share copies of the packet as this is a violation of copyright. I teach both an undergraduate and graduate brand course so **be certain to purchase the Undergraduate MKT 372 course packet.**

Blackboard Readings (BB): Required

Lecture Notes: Hardcopies of the Powerpoint slides for the lectures will be posted to Blackboard after class.

## Course Philosophy

My basic teaching philosophy for this course is to blend the theory and practice of product and brand management in a comfortable, supportive classroom environment that promotes active learning. A good theory is invaluable because it structures problems and suggests possible solutions. **My view is that the most critically important consideration in branding is understanding the customer, hence many theories covered will be from a consumer behavior perspective.**

Branding is both an art and a science. Thus, few branding situations have a definitive, unqualified answer as to the “best” marketing programs. Yet, my belief is that by providing you with relevant and comprehensive theories, and all the accompanying ideas, concepts, mechanisms, and models that go along with that, you can make more informed decisions that will have a greater probability of success.

The course readings and activities are designed to help blend theory and practice. The readings will cover the basic concepts and theoretical frameworks as well as provide current thinking on key topics. Cases will allow us to apply these theories to real marketing problems. Guest speakers will be used to illustrate current brand issues and the tension between theory and practice.

Each member of the class is a key part of the learning process. We learn from the insights and experiences of each other. I expect you to come to class prepared, ask questions and participate, and be respectful of your fellow students.

## Course Requirements and Grading

Your grade in the course will be determined as follows:

<b>Component</b>	<b>Possible Points</b>
<b>Individual:</b>	
◆ Assignments (4@20)	80 points
◆ Exam 1	100 points
◆ Exam 2	100 points
◆ Course Participation	30 points
<b>Team:</b>	
◆ Team Consumer Exploratory I: Interviews	30 points
◆ Team Consumer Exploratory II: Twitter	20 points
◆ Team Brand Inventory	30 points
◆ Final Brand Audit Project	110 points

**Total Possible:**

**500 points**

### Grade Basis:

A 93-100%  
A- 90-92%

B+ 87-89%  
B 83-86%  
B- 80-82%

C+ 77-79%  
C 73-76%  
C- 70-72%

D+ 67-69%  
D 63-66%  
D- 60-62%  
F below 60%

Re-grading. Requests to have a grade reconsidered should **be submitted in writing**. If you would like to submit a request, or if you would just like to discuss your grade in general, wait at least 48 hours after an assignment is returned to you. This timing will facilitate a rational, objective discussion of the merits of the case. No re-grading will be considered more than 10 days after the assignment is returned to you, unless it is a matter of a math error, which will always be cheerfully corrected.

## Description of Requirements

### Assignments (4@20points = 80 points)

There are a six (6) brief assignments with your highest four (4) assignments counting toward your final grade. Assignments are one page, typed (single-spaced, 1" margins, 12-point type) and **are due at the beginning of class** (no exceptions!). Each assignment is worth 20 points.

The assignments are:

**Assignment 1 (Jan. 23):** Assess original Coke's brand equity using Keller's CBBE pyramid. For each CBBE dimension:

- i) identify associations held by Coke
- ii) assess the strength, favorability, and uniqueness of associations.

**Assignment 2 (Feb. 4):** Write 3 positioning statements. The first positioning statement is for Dove in the 1950's and the second positioning statement is for Dove in 2007. The third positioning statement is for yourself. The positioning statements should be in the following format:

Product/Brand  
Is Unique and Most Important Claim  
Among All Competitive Frame  
For Target Market  
Because Support, Reasons Why

**Assignment 3 (Feb.13):** Analyze social media ROI metrics for Ford Fiesta.

**Assignment 4 (Feb.25):** Superstar Organic Salad Dressing Sales Promotion & Cannibalization Exercise

**Assignment 5 (March 25):** Brand Architecture: Evaluate brand strategy for Diesel StyleLab utilizing series of questions in Aaker's Brand Relationship Spectrum framework (Figure 2 in article). Which brand strategy would you recommend: sub-brand, endorsement, or independence? Be specific regarding variant you would recommend (case Exhibit 15).

**Assignment 6: (April 8):** Using Keller's framework of brand reinforcement and revitalization (Chapter 13 Managing Brands Over Time), critique two of the brands in BB readings.

**Assignments are individual assignments and should be worked on independently** (i.e., no discussion with a classmate). Case discussions and analyses are restricted to material presented in the case. **Do NOT incorporate any material from outside a case in your assignment.**

### Exam 1 (100 points) March 6

### Exam 2 (100 points) April 15

The objective of exams are to summarize your learning in the course and allow you to demonstrate your ability to independently apply the frameworks and constructs we've discussed to specific problems. Each in-class exam will be a combination of multiple choice and short answer questions applying frameworks and constructs to real-world brand situations. Exam dates are firm with no make-up exams.

## Course Participation (30 points)

Course participation does not just mean "the amount of time you talk in class" - it means participation in the class as a whole and the quality of that participation. Thus, there are actually many ways to improve your participation grade:

**In-Class Participation.** You should be thoroughly prepared to discuss the readings and cases for each class session. Each day when class begins, several students may be selected at random to lead discussion of readings.

Class participation is evaluated on the quality of your participation and its contribution to improving the learning experience of the class. **Note that quality is not necessarily a function of quantity.** Quality is assessed by preparation, argument strength (well-supported points), and the extent to which the entire class benefited from your comments.

Many people are intimidated by the "obligation" of speaking up in class. Don't be. Your anxiety will be reduced only through practice! Getting comfortable with public speaking will give you a HUGE career advantage. Here's the secret to cutting your stress level - BE PREPARED. Your class participation grade is weighted heavily in favor of quality over quantity.

**Bug me with things you don't understand.** Contact me for clarification on confusing topics. Not only will this let me know of your sincere interest in the course, but it will actually increase your chances of a good grade on the written work.

**Current Events.** Bring in a current event (usually an article from a newspaper or magazine, or sometimes an ad, promotional material, or actual new product). It should be relevant to the topic we are discussing in class. State why you found it interesting and how it is relevant. Reading the marketing and advertising columns of the newspapers and business press can provide great opportunities for class participation.

**Attendance.** Attendance is essential and expected. Obviously, you cannot participate if you do not attend class. **You are granted two absences from Jan.17- April 17 without penalty so use them wisely (illness, interviews, etc.). After that, if you must miss a class, a one page executive summary of that session's readings and cases must be submitted prior to the class to avoid negative points towards your participation grade. Attendance at brand audit presentations from April 22- May 1 is mandatory as your input will factor into other team's presentation grades.**

### **Brand Audit**

Self-selected teams consisting of 5 members will conduct a brand audit. The goal of the brand audit is to conduct an in-depth examination of a major brand of your choosing and suggest ways to improve and leverage that brand equity. **The criteria for choosing a brand lies in the brand's: 1) interest/value to you, 2) consumers' likely familiarity with the brand, 3) access to the brand's target market and 4) access to brand and company information, and 5) brand presence in social media conversations. To insure that every team starts on equal footing, you may not select a brand that a team member or their family has worked for.** Selecting a brand undergoing a challenge regarding its brand architecture, brand portfolio, brand extension, or brand revitalization generally provides greater fodder for critique. Every team must study a different brand. A good source of possible brands is Jan. 14 readings ("Best Global Brands 2012:Interbrand," "BrandZ Top 100 Most Valuable Global Brands"). For family or corporate brands, consider a specific product brand in order to narrow your focus and provide a specific frame of reference and competition (e.g., Toyota Camry rather than overall Toyota brand).

**All Brand audit deliverables should be emailed prior to class to BBABrand@gmail.com.**

#### **1. Team Brand Selection (0 Points; Feedback Provided)**

The first installment of the brand audit is **due on Friday, February 1.** In a 2-3 page Word document, teams need to notify me regarding team membership and the top three brands you are interested in studying and their associated challenge. This deliverable is not graded; however investing effort here in brand selection will pay huge dividends in a quality final brand audit project. The deliverable is to:

- 1) Identify team members
- 2) Rank order the top three brands your team is interested in for brand audit project.
- 3) For each brand:
  - a. Identify two (2) challenges the brand is facing
  - b. Each challenge should be supported with research evidence from at least two (2) references.
  - c. References should follow appropriate APA citation format (see BB posting)

**2. Brand Meaning Audit I: Preliminary Consumer Exploratory using ZMET and In-Depth Interviews (30 points)**

This second installment of the brand audit is due on **Monday, February 18**. Its purpose is to help you understand the brand through the eyes of the consumer: what does the brand mean; where does it stand? This exploration into the brand's meaning serves a foundational role in your brand planning recommendation as it defines current sources of brand equity and suggests areas for improving or leveraging that equity.

This project deliverable has two components:

- 1) Each team will complete a minimum of 4 ZMET and 4 in-depth laddering interviews. Complete transcripts of these interviews including scanned images from ZMET should be included in a Word appendix. Interview question and answers in bullet form are OK as long as capture complete insight.
- 2) Generate a preliminary summary of the brand's customer-based brand equity pyramid in 7-8 Powerpoint slides (use notes to elaborate).
  - a. Assess the brand's associations for each component of the CBBE pyramid.
    - i. Identify associations.
    - ii. Assess strength, favorability, and uniqueness of associations.
    - iii. Assess commonalities and differences across participants and interviews.
    - iv. Utilize verbatim quotes or images to support conclusions.
  - b. Conclusion slide assessing overall CBBE and update of brand challenge(s).

**3. Brand Meaning Audit II: Consumer Exploratory using Twitter Postings (20 points)**

This third installment of the brand audit is **due on Monday, March 4**. Its purpose is to help you understand the brand through the eyes of the consumer based on social media postings.

This project has two deliverables:

- 1) Monitor Twitter comments on your brand for at least a 7-day period using [www.twilert.com](http://www.twilert.com). Submit a Word appendix with a log of Twitter comments.
- 2) Generate an analysis of the Twitter comments related to your brand in 4-5 Powerpoint slides (use notes to elaborate).
  - a. Identify top 5 associations and link to CBBE.
    - i. Assess strength, favorability, and uniqueness of associations.
    - ii. Assess commonalities and differences across Twitter comments.
    - iii. Utilize verbatim comments to support conclusions.
  - b. Assess the volume of Twitter comments to inform consumer engagement and brand resonance.
  - c. If possible, identify brand "influentials" based on posts and retweets who significantly affect the brand conversation.
  - d. Update your preliminary CBBE (from ZMET & in-depth laddering interviews) to incorporate Twitter comments and comment on consistencies and inconsistencies. Update brand challenge(s).

Note that many Twitter comments may be random, irrelevant, or hard to categorize. Do your best to gain insight for your brand audit from this social media outlet.

#### 4. Team Brand Inventory (30 points)

The team brand inventory is the fourth installment of the brand audit **due on Wednesday, March 27.** It involves developing a comprehensive summary of the brand as viewed and enacted by the company that manages it. To do this, you will need to review and describe the marketing program supporting the brand, critically analyze how the brand has been crafted and developed, and assess its market and competitive situation. This perspective on brand meaning provides you with a historical perspective and foundation for the brand.

This project deliverable has six components:

- 1) Summary positioning statement deduced from brand's marketing and advertising activities.
- 2) Profile competitive brands and market situation.
- 3) Brand identity inventory. What are the specific brand identity elements (e.g., logos, names, taglines, packages, etc.) that support and convey the desired positioning for the brand? Critique the effectiveness of these elements in promoting and building the brand's equity.
- 4) Brand marketing inventory. Succinctly summarize how the brand has been built through marketing programs across time. Assess the marketing mix elements (4Ps) that support and convey the desired positioning for the brand. Have these elements been effective in building equity for the brand? What is the current effectiveness of marketing programs?
  - i) Analyze the brand's past and current advertising and social campaigns.
  - ii) Analyze the brand's product, promotions, distribution, and pricing.
- 5) Detail the brand architecture.
  - i. Graphically display the brand hierarchy.
  - ii. Discuss the roles of brands in the portfolio. Focus on your selected brand and other brands deemed relevant to your brand.
  - iii. Discuss the hierarchy relationship of your brand.
- 6) Update brand challenge(s).

The brand inventory deliverable is a maximum of ten (10) Powerpoint slides (use notes page to elaborate on slides) that comprehensively addressing the six components. Inventory should include substantial supporting documentation (use MLA citation) and data on market share, industry trends, advertising spend, product assortment, price and promotion comparison data. Emphasis is placed on critical analysis of this data and not simply descriptive reporting.

#### 5. Brand Surveys (0 points; Feedback Provided)

- 1) State your current brand challenge(s). Develop approx 15 question survey to gather further supporting evidence for a) key information in CBBE pyramid, b) brand challenges, and c) test consumer's response to potential recommendations. A minimum sample of 60 members of target market is required. A draft is **due on Wednesday, April 3.** Each team will schedule a brief meeting with Dr. B to discuss your survey draft.

Teams may choose to do a single survey or two surveys to achieve above survey objectives. Some teams elect to do a two phase approach where they design a 10-12 question initial survey to assess a and b (key information in CBBE and brand challenges) in Phase 1 and then a brief 3-5 question follow-up survey in Phase 2 to test consumer response to potential recommendations.

Each team is responsible for obtaining access to target market for survey (think creatively such as posting on brand or category user groups on Web, use snowball sample where ask people to pass survey link along to relevant others, or visit location where target market is likely to be with paper surveys to distribute). For the questionnaire you may choose to utilize on-line survey option of McCombs' Qualtrics subscription or old-fashioned pencil and paper surveys.

## 6. Final Report and Presentation (110 points)

The final presentation is worth 30 points and the final report is worth 80 points. The final report is due by 3pm on **Friday, April 26**. The final report consists of brand exploratories from ZMET, in-depth laddering interviews, Twitter comments, and surveys, brand inventory, and provides recommendations concerning how to build and manage equity for the brand chosen. Your report deliverable is maximum 25 slides with notes plus appendix.

### **Components of Final Brand Audit Report** (sequence may vary)

#### 1. History and Overview

The first page is an overview of the brand and its history. Include a statement of brand's positioning.

#### 2. Key Challenges Facing Brand

The second page should set-up the key challenges facing brand. The challenges may relate to brand architecture, brand portfolio, brand extension, and/or brand revitalization.

#### 3. Brand Inventory

Brand inventories are comprehensive summaries of a firm's marketing and branding program.

- a.) Detail the brand architecture.
  - i. Graphically display the brand hierarchy.
  - ii. Discuss the roles of brands in the portfolio. Focus on your selected brand and other brands deemed relevant to your brand.
  - iii. Discuss the hierarchy relationship of your brand.
- b.) Analyze the firm's branding and marketing programs. How do they contribute to brand knowledge? How consistent have they been over time? Is there consistency between the brand and marketing elements?
  - i. Analyze the brand graphics (logos, names, packages).
  - ii. Analyze the brand's past and current advertising and social media campaigns.
  - iii. Analyze the brand's product, promotions, distribution, and pricing.
- c.) Profile competitive brands and market situation.

#### 4. Brand Exploratory

Brand exploratories are in-depth profiles of consumers' brand knowledge structures.

- a.) Develop a detailed and accurate profile of current brand knowledge structures. In appendix, provide specifics about ZMET, in-depth laddering interviews, and survey data collection to assess brand knowledge structures.
- b.) Assess the brand's associations at each level of CBBE pyramid. Critique this customer-based brand equity. What meanings are strong and dominant? Which are unique from competition? Which are positive and negative? Do meanings resonate with target market?

#### 5. Recommendations

Make 3-4 recommendations to the brand concerning how the brand should be managed over the next 5 years by critically analyzing the brand inventory and brand exploratory. Your recommendations need to be supported by data from your brand inventory and brand exploratory. Recommendations may address:

- 1) consistency between consumer-based brand equity meaning and firm's perception of brand equity meaning
- 2) effectiveness of brand identity and brand marketing program
- 3) effectiveness of brand management strategies over time and suggestions to revitalize and rejuvenate the brand
- 4) opportunities to leverage the brand including brand extensions

**The Appendix is a Word document that should contain:**

- 1) Summary of in-depth interviews and ZMET
- 2) Summary of Twitter postings
- 3) Data collection instrument for each survey
  - a. Number of respondents to each questionnaire
  - b. Description of sample (gender, age, residence, usage)
  - c. Summary of responses to each instrument

All survey-based data included in the presentation should come from surveys in the appendix and it should be easy to link statistics in presentation to the relevant study in the appendix.

Each team will also present their brand audit to the class in 20-minute presentations the last three classes of the semester.

Each of you will be asked to evaluate the contribution of your team peers at the conclusion of the course. These evaluations will be used in determining project evaluations. Each student will receive a team project grade that is proportionate to their participation, as assessed by other team members.

**Brand Audit Due Dates:**

2/1	Three Brands and Challenges
2/18	Brand Meaning Audit I: Preliminary Consumer Exploratory using ZMET and In-Depth Interviews
3/4	Brand Meaning Audit II: Consumer Exploratory using Twitter Postings
3/27	Team Brand Inventory
4/3	Brand Surveys
4/26	Final Brand Audit Project Due
4/22-5/1	Presentations

**McCombs Classroom Professionalism Policy**

The highest professional standards are expected of all members of the McCombs community. Faculty are expected to be professional and prepared to deliver value for each and every class session. Students are expected to be professional in all respects.

The Texas McCombs classroom experience is enhanced when:

- **Students arrive on time.** On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Students display their name cards.** This permits fellow students and faculty to learn names, enhancing opportunities for community building and evaluation of in-class contributions.
- **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited.
- **Students are fully prepared for each class.** Much of the learning in the Texas BBA program takes place during classroom discussions. When students are not prepared they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
- **Students respect the views and opinions of their colleagues.** Disagreement and debate are encouraged. Intolerance for the views of others is unacceptable.
- **Laptops are closed and put away.** When students are surfing the web, responding to e-mail, instant messaging each other, and otherwise not devoting their full attention to the topic at hand they are doing

themselves and their peers a major disservice. Those around them face additional distraction. Fellow students cannot benefit from the insights of the students who are not engaged.

- **Phones and wireless devices are turned off.** We've all heard the annoying ringing in the middle of a meeting. Not only is it not professional, it cuts off the flow of discussion when the search for the offender begins. When a true need to communicate with someone outside of class exists (e.g., for some medical need) please inform the professor prior to class. **If your phone or wireless device interrupts the class, you will apologize to your classmates by bringing a treat for all to the next class.**

### Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>.

### Religious Holy Days

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

### Policy on Scholastic Dishonesty

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://www.mcombs.utexas.edu/BBA/Code-of-Ethics.aspx>. By teaching this course, I have agreed to observe all faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all student responsibilities described in that document. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

### Campus Safety

Please note the following recommendations regarding emergency evacuation from the Office of Campus Safety and Security, 512-471-5767, <http://www.utexas.edu/safety/>:

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation should inform the instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- Behavior Concerns Advice Line (BCAL): 512-232-5050
- Further information regarding emergency evacuation routes and emergency procedures can be found at: <http://www.utexas.edu/emergency/>.

## Course Schedule

### Jan. 14 M Intro

“Best Global Brands 2012: Interbrand” **(BB)**

“BrandZ Top 100 Most Valuable Global Brands 2012” **(BB)**

“The Brand Called You”

By Tom Peters, *fastcompany.com*, December 18, 2007 **(BB)**

### Jan. 16 W Customer-Based Brand Equity

“Brand Resonance and the Brand Value Chain”

By Kevin Lane Keller, *Strategic Brand Management*, 4ed, 2013, Chapter 3, pp.78-112. **(CP)**

“Move Over, Cow: Almond Milk Sparks Fight in Dairy Case”

By Anne Marie Chaker, *Wall Street Journal*, January 12, 2011 **(BB)**

“Volvo Will Buff Its Brand”

By Norihiko Shirouzu, *Wall Street Journal*, August 19, 2010 **(BB)**

“Wal-Mart’s Makeover”

By Geoff Colvin, *Fortune*, December 26, 2011 **(BB)**

“Is Brand Loyalty the Core to Apple’s Success?”

By Scott Goodson, *Forbes*, November 27, 2011 **(BB)**

**Due: Email resume to TA Jae-Eun Namkoong** [jae-eun.namkoong@phd.mcombs.utexas.edu](mailto:jae-eun.namkoong@phd.mcombs.utexas.edu)  
Subject line: Brand resume – *last name*

### Jan. 21 M MLK Holiday

### Jan.23 W Power and Creation of Brands

**Assignment 1: Introducing New Coke**

(Harvard Business School 9-500-067) **(CP)**

Review “Brands and Branding”

By Douglas Holt

(Harvard Business School 9-503-045) **(CP)**

“There’s a Sucker Born in Every Medial Prefrontal Cortex”

By Clive Thompson, *New York Times*, October 26, 2003. **(BB)**

### Jan. 28 M Brand Audit

Brand Audit Sample **(BB)**

**Guest Speaker: April Kessler, Business Librarian, University of Texas Libraries**

“Discovering Your SMM Competitors”

By Shiv Singh and Stephanie Diamond, *Social Media Marketing for Dummies*, 2<sup>nd</sup> ed. 2012, pp. 31-51. **(CP)**

Citation Format APA Handout available at University Writing Center:  
[http://www.lib.utexas.edu/refsites/style\\_manuals.html](http://www.lib.utexas.edu/refsites/style_manuals.html)

**Sign up to receive Google Alerts and Twitter Alerts for your brand.**

**Jan. 30 W Brand Positioning**

“Three Questions You Need to Ask About Your Brand ”

By Kevin Lane Keller, Brian Sternthal, and Alice Tybout, *Harvard Business Review*, Sept. 2002, pp. 80-86. **(CP)**

“Amazon Fights the iPad with ‘Fire”

By Stu Woo and Jeffrey Trachtenberg, *Wall Street Journal*, September 29, 2011 **(BB)**

“The Happy-Time Network”

By Amy Chozick, *Wall Street Journal*, April 22, 2011 **(BB)**

“How Talbots Got the Girl – And Lost the Woman”

By Ashley Lutz, *Bloomberg Businessweek*, June 20-26, 2011 **(BB)**

“Jitterbug – calling to seniors”

By Barry Silverstein, *brandchannel.com*, November 3, 2008 **(BB)**

**Feb.1 F Project Due: Three Potential Brands and Challenges  
Email Dr. B by 5:00**

**Feb. 4 M Brand Positioning**

**Assignment 2: Dove: Evolution of a Brand**  
(Harvard Business School 9-508-047) **(CP)**

“Unilever Gives ‘Ugly Betty’ a Product-Plug Makeover in China”

By Geoffrey A. Fowler, *Wall Street Journal*, B1, December 23, 2008. **(BB)**

“Unilever’s Dove Dives into Male Grooming”

By Tobi Elkin, *www.emarketing.com*, April 6, 2010. **(BB)**

Reread “The Brand Called You”

By Tom Peters, *fastcompany.com*, December 18, 2007 **(BB)**

**Feb. 6 W Measurement of Brand Equity: Customer Mindset**

“Seeing the Voice of the Customer: Metaphor-Based Advertising Research,”

By Gerald Zaltman and Robin Higie Coulter, *Journal of Advertising Research*, July/August 1995, 35-51. **(BB)**

“Using laddering to understand and leverage a brand’s equity”

By Brian Wansink, *Qualitative Market Research*, Volume 6, No. 2, 2003, pp.111-118. **(BB)**

“Drilling for Nuggets: How to Use Insight to Inspire Innovation”

By David Taylor, *Brand Strategy*, March 2000 **(BB)**

**Feb. 11 M Integrated Marketing Communications: Social Media Marketing**

“Branding in the Digital Age: You’re Spending Your Money in All the Wrong Places”  
By David C. Edelman, Harvard Business Review, December 2010  
(HBR Reprint R1012C) **(CP)**

“Social Media”  
By Sunil Gupta, Kristen Armstrong, and Zachary Clayton  
(Harvard 9-510-095) **(CP)**

“Can You Measure the ROI of Your Social Media Marketing?”  
By Donna L. Hoffman and Marek Fodor, *MIT Sloan Management Review*, Fall 2010  
(Reprint 52105) **(CP)**

Profiles of Major Media Types **(BB)**

“Which Ad Strategy Works Best for You?”  
By Rosalind Resnick, *Entrepreneur* excerpt, August 14, 2009 **(BB)**

**Feb. 13 W Social Media Marketing**

**Assignment 3: The Ford Fiesta**  
**(Harvard Business School 9-511-117) (CP)**

“Why Consumers Rebel Against Slogans”  
By Juliano Laran, Amy N. Dalton, and Eduardo B Andrade, Harvard Business Review, November 2011, p.34 (HBR Reprint F111C) **(CP)**

**Feb. 18 M Brand Names & Logos**

“Brand Shortcuts”  
By Kevin Lane Keller, Marketing Management, September/October 2005, pp.19-23. **(BB)**

“Naming names: Trademark strategy and beyond: Part I”  
By Ross D. Petty, *Journal of Brand Management*, January 2008, 190-197 **(BB)**

“Are all the good tech-company names taken?”  
By Natalie Avon, [www.cnn.com](http://www.cnn.com), 10/05/2010 **(BB)**

“Warmer, Fuzzier: The Refreshed Logo”  
By Bill Marsh, *The New York Times*, May 30, 2009. **(BB)**

“Web Addresses Enter New Era”  
By Sam Homes and Christopher Rhoads, Wall Street Journal, June 21, 2011 **(BB)**

Check out: [www.99designs.com](http://www.99designs.com) and [logotournament.com](http://logotournament.com). These on-line design forums enable brand entrepreneurs to obtain inexpensive logos by offering prize money to winner of logo competition.

**Project Due: Brand Meaning Audit I: Preliminary Consumer Exploratory: Interviews**

**Feb. 20 W Pricing: Private Label and Fighter Brands**

“Downsized! More and more products lose weight”  
*Consumer Reports*, February 2011, 18-21 **(BB)**

“Store Brands Step Up Their Game, and Prices”  
By Hannah Karp, *Wall Street Journal*, January 31, 2012 **(BB)**

“Private Label Chic at Trader Joe’s”  
By Beth Kowitz, *Fortune*, September 6, 2010, p.89 **(BB)**

If Brands Are Built Over Years, Why Are They Managed Over Quarters?  
By Leonard Lodish and Carl Mela, *Harvard Business Review*, July-August 2007 **(CP)**

“Financial Aspects of Marketing Management”  
By Roger A. Kerin and Robert A. Peterson, Chapter 2 in *Strategic Marketing Problems*, Prentice Hall, 9<sup>th</sup> ed., 33-50 **(CP)**

**Feb. 25 M Brand Promotions****Assignment 4: Superstar Organic Salad Dressing Sales Promotion & Cannibalization (BB)**

“Should You Launch A Fighter Brand?”  
By Mark Ritson, *Harvard Business Review*, October 2009, (Reprint R0910K). **(CP)**

“Coach’s New Bag”  
By Susan Berfield, *BusinessWeek*, June 29, 2009, 41-43. **(BB)**

**Feb. 27 W Guest Speaker, Leslie Vesper  
Director, Dr. Pepper Brand Marketing, Dr. Pepper Snapple Group****March 4 M Brand Review**

**Project Due: Brand Meaning Audit II: Consumer Exploratory : Twitter**

**March 6 W EXAM 1****March 11 M SPRING BREAK****March 13 W SPRING BREAK****March 18 M Brand Architecture & Brand Extensions**

“Brand Relationship Spectrum”  
By David Aaker and Erich Joachimsthaler, *California Management Review*, Vol. 42, No. 4, Summer 2000, 8-23 **(BB)**.

“P&G Puts Its Big Brands To Work in Franchises”

*Bloomberg Businessweek*, Sept. 6-12, 2010, p.20 **(BB)**

“Angry Birds in US Retail, UK parks push”  
Reuters, *Chicago Tribune*, March 21, 2012 **(BB)**

**March 20 W Guest Speaker: Michele Grieshaber**  
**Vice President, North America Demand Programs, IBM**

“Why Fusing Company Identities Can Add Value”  
By Jonathan Knowles, Isaac Dinner, and Natalie Mizik, *Harvard Business Review*, September 2011 (HBR Reprint F1109B). **(CP)**

“IBM on a Mission to Save the Planet”  
By Ashlee Vance, *BloombergBusinessweek*, March 15, 2012 **(BB)**

**March 25 M Vertical Brand Extensions**

**Assignment 5: Diesel for Successful Living**  
(INSEAD Case 504-007-1) **(CP)**

“Should You Take Your Brand To Where The Action Is?”  
By David Aaker, *Harvard Business Review*, Sept.-Oct. 1997, pp. 135-143. **(CP)**

**March 27 W Survey Design**

“The Structure of Survey-Based Brand Metrics,”  
By Donald Lehmann, Kevin Lane Keller, and John Farley, *Journal of International Marketing*, No. 4, 2008, 29-56. **(BB)**

**Project Due: Team Brand Inventory**

**April 1 M Brand Line Extensions & Assortment**

“Extend Profits, Not Product Lines”  
By John A. Quelch and David Kenny, *Harvard Business Review*, Sept.-Oct. 1994, pp.153-160. **(CP)**

“Option Overload: How to Deal with Choice Complexity”  
By Dilip Soman, *Rotman Magazine*, Fall 2010 **(CP)**

“Should You Invest in the Long Tail?”  
By Anita Elberse, *Harvard Business Review*, July-August 2008 **(CP)**

**April 3 W Meetings with Dr. B to Discuss Survey Draft****Project Due: Survey****April 8 M Managing Brands Over Time**

“Managing Brands Over Time”

By Kevin Lane Keller, *Strategic Brand Management*, 4ed, 2013, Chapter 13, pp.449-480. **(CP)**

“Is Nike’s Flyknit The Swoosh of the Future?”

By Matt Townsend, *Bloomberg Businessweek*, March 25, 2012 **(BB)**

“PepsiCo Adds Fizz to Its Cola”

By Suzanne Vranica, *Wall Street Journal*, March 29, 2012 **(BB)**

“Retail’s New Radical”

By Jennifer Reingold, *Fortune*, March 19, 2012 **(BB)**

“Harley, With Macho Intact, Tries to Court More Women”

By James Hagerty, *Wall Street Journal*, October 31, 2011 **(BB)****Assignment 6: Brand Reinforcement and Revitalization****April 10 W Measurement of Brand Equity: Brand Valuation & Exam Review**

“Measuring Brand Value”

By Don E. Schultz and Heidi F. Schultz, Chapter 13, *Kellogg on Branding*, ed., Alice M. Tybout and Tim Calkins, John Wiley & Sons, 2005, pp. 260-268 **(CP)**Interbrand 100 Best Global Brands Methodology **(BB)****Discussion Case: Habitat for Humanity International: Brand Valuation**  
(Harvard Business School 9-503-101) **(CP)****April 15 M Exam 2****April 17 W Guest Speaker: Abby Crowder**  
**District Manager, Target****April 22 M Presentations****April 24 W Presentations****April 26 F Final Brand Audit Projects Due at 3:00****April 29 M Presentations****May 1 W Presentations**

**APPENDIX A**  
**CASE PREPARATION QUESTIONS**

**Case Assignment: Introducing New Coke**

**Case Assignment:** Assess original Coke's brand equity using Keller's CBBE pyramid. For each CBBE dimension:

- i. identify associations held by Coke
- ii. assess the strength, favorability, and uniqueness of these associations.

**Case Preparation Questions:**

- 1) What is Coke's brand meaning?
- 2) What was Coca-Cola's brand building strategy? How did the company build the world's strongest brand?
- 3) Per Holt's article, do you agree that Coke's brand transforms the consumption experience?
- 4) What was Pepsi's branding game? Did Coke properly respond to Pepsi Challenge? Was Pepsi truly a threat to Coke?
- 5) Apply insights from Holt's article to the New Coke case. Why do consumers buy Coca-Cola? How do these motives align with the brand strategy for New Coke?
- 6) Coca-Cola invested \$4 million researching the reformulation question. Keough claimed that "all the time and money and skill poured into consumer research could not measure or reveal the deep and abiding emotional attachment to the original Coca-Cola." Do you agree? What are the implications for practice of brand management?
- 7) What should we learn from Coca-Cola's mistakes? Identify lessons for effective brand stewardship that can be derived from case.

**Case Assignment: Dove**

**Case Assignment:** Write 3 positioning statements. The first positioning statement is for Dove in the 1950's. The second positioning statement is for Dove in 2007. The third positioning statement is for yourself. The positioning statements should be in the following format:

Positioning Statement:  
Product/Brand  
 Is Unique and Most Important Claim  
 Among All Competitive Frame  
 For Target Market  
 Because Support, Reasons Why

**Case Preparation Questions:**

- 1) What is a brand? Why does Unilever want fewer of them?
- 2) What was Dove's market positioning in the 1950s? What is its positioning in 2007?
- 3) How did Unilever organize to do product category management and brand management in Unilever before 2000? What was the corresponding structure after 2000?
- 4) How was brand meaning controlled before 2000? How was it controlled at the time of the case? What are the risks and rewards of its strategy?

**Case Assignment: The Ford Fiesta****Worksheet will be provided.**

Critique Ford Fiesta Movement (FFM) social media marketing campaign and determine whether it was superior or inferior marketing communications option to traditional advertising campaign for launching Ford Fiesta in the United States.

- 1) Utilize frameworks in readings.
  - a. Edelman's Consumer Decision Journey ("Branding in Digital Age") to evaluate likely effectiveness at stages in consumer decision process.
  - b. Gupta's ("Social Media") Figure 5 of Traditional versus Social Media Approach and Figure 6 of Content that engages customers.
  - c. "Profiles of Media Types" and "Which Ad Strategy Is Best For You?"
- 2) Generate estimates of marketing ROI.
  - a. For social media marketing campaign's ROI (e.g., average # of impressions to generate sales lead, # of impressions for key performance outcomes, utilize Hoffman and Fodor's ("Can You Measure ROI of Your Social Media Marketing?") Table as a guide. Factor in costs and state your assumptions.
  - b. For traditional advertising ROI calculations, utilize data in "Profiles of Media Types" and "Which Ad Strategy Is Best For You?". Factor in costs and state your assumptions.

**Case Preparation Questions:**

- 1) What is Ford Fiesta's brand essence in Europe? US?
- 2) What is Ford's position in automotive market in Europe? US?
- 3) What were the objectives of the Ford Fiesta Movement (FFM) campaign?
- 4) How were FFM agents selected? Critique FFM's agent selection process given brand objectives.
- 5) How successful was the FFM campaign? What are the right metrics to use?
- 6) What should be the next marketing communication step?

**Case Assignment: Superstar Organic Salad Dressing Sales Promotion & Cannibalization Exercise Promotion**

**Complete exercise worksheet.**

**Case Assignment: Diesel**

**Case Assignment:** Evaluate brand strategy for Diesel StyleLab utilizing series of questions in Aaker's Brand Relationship Spectrum framework (Figure 2 in article). Which brand strategy would you recommend: sub-brand, endorsement, or independence? Be specific regarding variant you would recommend (case Exhibit 15).

**Case Decision:** Recommend a brand strategy to achieve StyleLab objectives: sub-brand, endorsement, or independence.

- 1) Be specific regarding the variant you would recommend in case Exhibit 15.
- 2) Utilize Aaker's Brand Relationship Spectrum framework (Figure 2 in article) to support your recommendation.

**Case Preparation Questions:**

- 1) What are the brand identity and image of Diesel?
- 2) How important is an element in product in Diesel brand identity? How important an element is advertising in Diesel brand identity?
- 3) Describe the target market of Diesel.
- 4) What are the objectives of StyleLab?
- 5) Evaluate brand strategy using series of questions in Aaker's Brand Relationship Spectrum framework (Figure 2 in article).

**Case: Habitat for Humanity International****Case Preparation Questions:**

- 1) What are the brand drivers for Habitat for Humanity?
- 2) Apply the Interbrand methodology to the Habitat brand.
  - a. How would you calculate the economic earnings attributable to the brand?
  - b. How would you estimate the role of the brand (see Exhibit 14)?
  - c. How would you develop the brand strength score, shown here to be 76/100? Critique Habitat for Humanity on Interbrand's Dimensions of Brand Strength.
- 3) Do you agree with Interbrand's \$1.8 Billion valuation of Habitat for Humanity International?