Instructor
Prof. Steven M. Brister
Office: CBA 6.314 – Through glass doors at the top of the CBA escalators near the Behavioral Lab
Office Hours: Wednesday 4:00 – 5:00pm (or by appointment)
UT Email: steven.brister@mccombs.utexas.edu
Professor’s Mobile/Text (For emergencies only, please): 213-804-4676

Teaching Assistant
Frank Zheng, Marketing PhD Graduate Student
UT Email: Jianqing.Zheng@mccombs.utexas.edu
TA’s Mobile/Text (Emergencies only): 512-903-8322

Canvas messages are the best way to contact the professor and TA outside of class or office hours. We will respond to Canvas messages daily (on weekdays).

Class Website on Canvas
The Canvas website for this class is the main source for important course information and communications including updates to the course schedule, assigned readings, and lecture slides. Please enable Canvas notifications so you will be aware of important announcements, discussions, and grade posts.

Required Materials
Kellogg on Branding edited by Alice M. Tybout and Tim Calkins, new/used copies available (~$20) through Amazon.com and other online retailers. An e-book is available online thru the UT Libraries website (free).

The Brand Management Reading Packet is available online from Harvard Business Press (~$40 total). Instructions for accessing this resource will be provided on the first day of class.

The Brand Management Case Packet is also available online from Harvard Business Press (~$35 total). Instructions for accessing this resource will be provided on the first day of class.

Each student must purchase their own copy of the reading and case packets. Please do not share copies of these materials, as this is a violation of copyright.

Other Course Materials
One or more additional core readings and topical articles (academic journals, Wall Street Journal, NY Times, Brandweek, etc.) may be assigned for each class session. An electronic copy of the articles for each week will be posted on Canvas by the prior Friday afternoon.
Lecture Slides for each class session will be posted on Canvas prior to class, and you are encouraged to review them and bring a printed copy with you to class.

Prerequisites
Restricted to undergraduate business students, upper division standing, and completion of MKT 337 or MKT 337H

Course Overview
The most valuable asset many firms have is their brand. In our global economy, product and service offerings can be replicated by competing firms, while the knowledge and attitudes consumers have about brands is not easily duplicated. 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 course will focus on the art and science of branding as a fundamental element of marketing strategy. Students will get hands-on experience with strategies, frameworks, and specific tactics for building, leveraging, and defending strong brands in any industry. All aspects covered will be in the context of actual applications of brand concepts to real-world challenges. Discussions will focus on current opportunities and challenges facing brand managers in a variety of industries and markets.

Course Description
In order to focus the classroom experience on deeper understanding of the core concepts and real-world applications, students are expected to complete the assigned readings in advance.

Class periods will typically consist of brief class lectures reinforcing key points from the readings, followed by interactive case discussions and individual/team exercises that apply the concepts to real-world situations.

For assigned case studies (contained in the case packet), students should come prepared to engage in the discussion. Case preparation homework assignments will encourage students to form their opinions and questions about the material in advance.

Each student will be asked to participate actively in class, and not to just be a passive observer. If I call upon you directly, it is not an attempt to embarrass you. Knowing that you come from various backgrounds and experiences, I simply hope that each of you will contribute to the depth of knowledge shared in this class.

Students are responsible for taking notes on all class lectures, cases and discussions. While the lecture slides will be posted on Canvas, they will not contain the depth of information conveyed in class.

Guest speakers will connect classroom topics to their experience in the real world at a few points during the semester.
Assignments & Grading
Your grade in the course will be determined by your performance on two examinations, a team-oriented multi-phase brand audit project, case-based homework assignments, and classroom contributions.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Dates</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam #1</td>
<td>Wednesday October 10</td>
<td>20%</td>
</tr>
<tr>
<td>Exam #2</td>
<td>Wednesday November 28</td>
<td>20%</td>
</tr>
<tr>
<td>Brand Audit Project</td>
<td>Multiple Due Dates</td>
<td>40%</td>
</tr>
<tr>
<td>Case-Based Homework Assignments</td>
<td>Multiple Due Dates</td>
<td>10%</td>
</tr>
<tr>
<td>Class Contributions &amp; Exercises</td>
<td>Throughout Semester</td>
<td>10%</td>
</tr>
</tbody>
</table>

Grades will follow plus/minus system with these cut-offs. A: 100-93, A-: 92-90, B+: 89-87, B: 86-83, B-: 82-80 = C+, C+: 79-77, C: 76-73, C-: 72-70, D+: 69-67, D: 66-63, D-: 62-60, F: 59 or lower. (Decimals will be _not_ be rounded up or down – an 89.7 average will earn you a B+, not an A-.)

Examinations (40% of Final Grade)
There will be two exams, each comprising 20% of your course grade. The exams will include a variety of multiple-choice, short answer, and brief essay questions. The objective of the exams will be to summarize your learning in the course and allow you to demonstrate your ability to independently apply the concepts you’ve learned to specific problems. The exams will focus on core concepts covered in the assigned readings, cases, and class discussions.

Each exam will ONLY be provided during the regular class period on the dates specified above. Please highlight them on your personal calendars, as I will not provide a make-up exam opportunity.

After reviewing your graded exam, you may submit an appeal on any question for which you believe there is some cause for review. Appeals must be submitted by the announced deadline, generally within 3-4 days after you receive your graded exam.

Brand Audit Team Project & Presentation (40% of Final Grade)
Each student will participate in the development of a multi-phase brand audit project as part of a team. In order to maximize the diversity of backgrounds on each team, Prof. Brister and the TA will manage the team assignments. Each team will choose a different brand to study, and at the end of the semester each team will make a summary presentation to the class.

The purpose of this assignment is to help develop your brand research and analysis skills, and to allow students to apply multiple branding concepts to a real world business case. More detailed information on this project will be distributed early in the semester. (Special thanks to Profs. Broniarczyk, McAlister and Walls for developing various components of the project structure.)
Brand Audit Project Phases:

1. **Brand Challenge Identification (Team) Due Thursday September 13**
   - Each team will identify 3 brands with significant branding challenges for possible audit, based on the team’s interests and preliminary research.
     - Format: 1-2 page Word document (apx. ½ page per brand)

2. **Brand Inventory (Team) Due Wednesday October 3 10% of Final Grade**
   - Teams will discover, analyze and summarize the brand’s current situation, including the competitive frame, key branding elements and positioning. This document will be the foundation for the team’s final Brand Audit report.
     - Format: A professional document that summarizes (in key graphics) and describes (in text narrative) your team’s findings for each major aspect of the brand. You may choose to submit in a variety of formats (PowerPoint presentation in notes view, Word/Pages document with graphics, magazine-style publication, etc.), but you must include both visual summaries and text narrative. Ideal length: 10-12 pages (not including source citations in appendix).

3. **Brand Meaning Audit (Individual) Due Wednesday October 17 5% of Final Grade**
   - Each team member will conduct 2 one-on-one in-depth interviews with target market consumers to identify brand associations and assess their strength, favorability and uniqueness.
     - Format: Word document with summary of consumer-based brand equity components based on analysis of your interviews, along with full interview notes. Idea length: 2 page summary, plus interview notes.

4. **Branding Survey (Team) Due Monday November 12 5% of Final Grade**
   - Each team will develop, field and analyze a survey that probes Brand Challenges, Consumer-Based Brand Equity, and the team’s brand development recommendations.
     - Format: Word document (2-3 pages) with topline results from survey, along with spreadsheet with full (formatted) survey data

5. **Final Brand Audit Report (Team) Due Monday November 19 10% of Final Grade**
   - Teams will complete a comprehensive final Brand Audit report that details your team’s brand audit and brand development recommendations.
     - Format: A 15-20 page professional document that summarizes (key graphics) and describes (text narrative) your team’s findings for each major each aspects of the brand. You may choose to submit in a variety of formats (PowerPoint presentation in notes view, Word/Pages document with graphics, magazine-style publication, etc.), but you must include both visual summaries and text narrative.

6. **In-Class Presentation (Team) Various Dates, December 3-10 5% of Final Grade**
   - Teams will present an executive summary (PowerPoint or other presentation software) of their audit focused primarily on their brand development recommendations.
     - Format: In-person presentation (supported by presentation slides) that explain your brand’s challenges and recommended strategic solutions to the class.
7. Individual Contribution to Team  
   Due December 10  
   5% of Final Grade
   - Each student will receive an individual contribution grade based on self-evaluation, peer evaluations, and professor/TA observations.

Case-Based Homework Assignments (10% of Final Grade)
For each of the 8 assigned case readings and 1 case research assignment, a set of homework questions will be provided. You will need to draft your answers to these questions, and submit a 1-2 page Word document via Canvas prior to class. Please bring a hardcopy of your answers for use in responding and taking notes during class.

Case-Based Homework Assignments will be assigned points based on the following criteria:
   - 3 points = Excellent level of completion
   - 2 points = Average level of completion
   - 1 point = Minimum level of completion
   - 0 points = Insufficient level of completion/Missing

Your 2 lowest homework assignment scores will be dropped, for example if you were unable to complete homework prior to class. (Note that all assignments submitted prior to class will be graded for credit, even if the student is unable to attend class.) The final homework grade for each student will be calculated based on their total points as a percentage of the potential homework points. For example, if a student earns 3 points on each of four assignments, 2 points on each of three assignments, and does not complete 2 assignments, they have earned 18 points out of a maximum of 21, and will receive a grade of 85.7.

Classroom Contributions & Exercises (10% of Final Grade)
Each class, you will have the opportunity to earn a classroom contribution point by making a significant contribution to class discussion by providing an excellent answer to questions, posing related questions, and providing insightful observations. To earn the contribution point, student comments should:
   - Demonstrate a deep understanding of the topic
   - Contribute an important insight based on the topic, or clarify an important issue
   - Consider previous points raised in the class, building on them or providing an alternative point of view
   - Move the discussion forward, not backwards

Comments that simply state the obvious or repeat prior points made by other students will not earn a contribution point.

In many class periods throughout the course, individual and/or team exercises will provide students with an opportunity to earn an additional classroom contribution point. Examples of these classroom exercises include:
   - Brief 1-2 question quizzes related to core readings for the class
   - Worksheets applying key concepts
   - Brand Audit project-based team exercises
   - Providing audience evaluations of team presentations
Classroom exercises will only earn a point if submission is considered sufficiently complete in the judgment of the TA.

There are no makeup opportunities for in-class contributions and exercises. Consequently, if you miss a class session, or arrive late/leave early enough that you miss the exercise, you will not earn a point for the exercise.

Your cumulative earned classroom contribution and exercise points will be posted on Canvas twice during the semester, and the current class average will be announced. At the end of the semester, your final classroom contribution grade will be based on the distribution of points across the class as follows:

- Above the class average: 95 – 100 final grade
- Equal to the class average: 90 final grade
- Below the class average: 50 – 85 final grade

Classroom Environment
Each student should take personal responsibility for helping create a positive, productive classroom environment. This includes common courtesies such as arriving on time, silencing your cell phone, and refraining from texting, eating and having personal conversations during class. Please respect the needs of your classmates, teaching assistants and professor. Any students who are disruptive or disrespectful will be asked to leave the classroom immediately.

Occasionally, the use of laptops/tablets/smartphones will be allowed for specified classroom exercises. Use of technology during these periods should be limited to activities that support the classroom learning objectives. Use of these technologies at any other time, or for personal or non-course related purposes, is a distraction for you and likely for others in the class, and will result in a deduction of class contribution points.

In order to promote academic integrity and provide a fair environment for all students, all exam and project requirements will be strictly enforced. Any infractions will be reported to Student Judicial Services.

Instructor Bio
I grew up in Waco, TX and earned my MBA in Marketing from the University of Texas after completing a BA degree in Economics and History at Duke University. A few years ago, I returned to UT in order to share marketing insights from my professional experience with the next generation of marketing and business leaders.

I began my marketing career by working at several advertising, direct marketing and branding agencies, including Leo Burnett (Chicago) and Landor Associates (San Francisco). My first “client-side” experience was at DirecTV (Los Angeles), where I led the customer acquisition and e-business marketing teams. Later, I served as a Regional VP of Marketing for Time Warner Cable (Los Angeles), with responsibility for marketing functions including brand development, product management, customer acquisition and retention, and revenue development.
I keep busy outside of class with consulting engagements, and I’m currently the Interim Chief Marketing Officer for The Hideaway Report. And a few years ago, I launched my own entrepreneurial venture, GayFamilyTrips.com.

My personal interests include travel, outdoor fitness (running, hiking, bicycling, paddling and swimming), cooking, reading, and listening to music.
**Important Notifications**

**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://diversity.utexas.edu/disability/](http://diversity.utexas.edu/disability/).

**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://my.mccombs.utexas.edu/BBA/Code-of-Ethics](http://my.mccombs.utexas.edu/BBA/Code-of-Ethics). By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. 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 Conduct and Academic Integrity website at [http://deanofstudents.utexas.edu/conduct/](http://deanofstudents.utexas.edu/conduct/) 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, provided by the Office of Campus Safety and Security, 512-471-5767, [https://preparedness.utexas.edu/](https://preparedness.utexas.edu/):

- 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 or on-line.

In case of emergency, further information will be available at: [http://www.utexas.edu/emergency/](http://www.utexas.edu/emergency/).
Class Schedule
A roadmap for course content is outlined below, but is subject to change.

Students should refer the course’s Canvas website for detailed, up-to-date information and the assigned readings for each class period. Students are responsible for monitoring announcements made in class and on Canvas for specific changes in the schedule.

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<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Wednesday</td>
<td>29-Aug</td>
<td>Introduction - Brands &amp; Brand Management</td>
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<tr>
<td>Monday</td>
<td>3-Sep</td>
<td>Labor Day Holiday</td>
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<tr>
<td>Wednesday</td>
<td>5-Sep</td>
<td>Brand Culture</td>
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<tr>
<td>Monday</td>
<td>10-Sep</td>
<td>Customer-Based Brand Equity</td>
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<tr>
<td>Wednesday</td>
<td>12-Sep</td>
<td>Customer-Based Brand Equity</td>
</tr>
<tr>
<td>Monday</td>
<td>17-Sep</td>
<td>Brand Identity Elements &amp; Naming</td>
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<tr>
<td>Wednesday</td>
<td>19-Sep</td>
<td>Segmentation &amp; Targeting</td>
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<tr>
<td>Monday</td>
<td>24-Sep</td>
<td>Positioning</td>
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<tr>
<td>Wednesday</td>
<td>26-Sep</td>
<td>Positioning</td>
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<tr>
<td>Monday</td>
<td>1-Oct</td>
<td>Brand Design</td>
</tr>
<tr>
<td>Wednesday</td>
<td>3-Oct</td>
<td>Secondary Brand Associations &amp; Brand Equity Audits</td>
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<tr>
<td>Monday</td>
<td>8-Oct</td>
<td>Recap &amp; Exam #1 Review</td>
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<tr>
<td>Wednesday</td>
<td>10-Oct</td>
<td><strong>Exam #1</strong></td>
</tr>
<tr>
<td>Monday</td>
<td>15-Oct</td>
<td>Pricing &amp; Promotion</td>
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<tr>
<td>Wednesday</td>
<td>17-Oct</td>
<td>Brand Communications</td>
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<tr>
<td>Monday</td>
<td>22-Oct</td>
<td>Brand Communities &amp; Social Media</td>
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<tr>
<td>Wednesday</td>
<td>24-Oct</td>
<td>Brand Architecture</td>
</tr>
<tr>
<td>Monday</td>
<td>29-Oct</td>
<td>Brand Architecture</td>
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<tr>
<td>Wednesday</td>
<td>31-Oct</td>
<td>Extending Brands</td>
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<tr>
<td>Monday</td>
<td>5-Nov</td>
<td>Extending Brands</td>
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<tr>
<td>Wednesday</td>
<td>7-Nov</td>
<td>Managing Brand Portfolios &amp; Private Label Brands</td>
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<tr>
<td>Monday</td>
<td>12-Nov</td>
<td>Managing Brand Portfolios &amp; Transitioning Brands</td>
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<tr>
<td>Wednesday</td>
<td>14-Nov</td>
<td>Brand Value - Consumer</td>
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<tr>
<td>Monday</td>
<td>19-Nov</td>
<td>Brand Value Chain &amp; Financial Value</td>
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<tr>
<td>Wednesday</td>
<td>21-Nov</td>
<td><strong>No Class - Thanksgiving Holiday</strong></td>
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<tr>
<td>Monday</td>
<td>26-Nov</td>
<td>Internal Branding &amp; Exam #2 Review</td>
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<tr>
<td>Wednesday</td>
<td>28-Nov</td>
<td><strong>Exam #2</strong></td>
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<tr>
<td>Monday</td>
<td>3-Dec</td>
<td>Brand Audit Project Presentations</td>
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<tr>
<td>Wednesday</td>
<td>5-Dec</td>
<td>Brand Audit Project Presentations</td>
</tr>
<tr>
<td>Monday</td>
<td>10-Dec</td>
<td>Brand Audit Project Presentations</td>
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Syllabus Acknowledgement – Brand Management – Fall 2018

By signing below, I, ______________________________, acknowledge that I have received the syllabus for the course indicated above and fully understand its contents. Specifically, I understand the objectives for this course and how my performance will be evaluated. I also understand the policies associated with class resources, grade distribution across assignments, determination of the final letter grade, exam formats, exam dates & times, class attendance & participation, and academic integrity. I also understand that I should contact the instructor or teaching assistant as soon as possible with any questions or issues regarding course contents or procedures.

By signing below, I also acknowledge that I understand the class policy regarding my use of digital information technology. Specifically, I understand that all personal digital devices (i.e., laptops, tablets, PDAs, phones, etc.) may only be used in class at specifically announced times and in a manner that supports the classroom learning objectives.

Printed Name
____________________________

Signature
____________________________

Date
_______________