BRAND MANAGEMENT
MKTG 676.02 MS
FALL 2015

DAY/TIME
TUESDAY EVENINGS
6:00 PM to 10:00 PM

LOCATION
DRESCHER GRADUATE CAMPUS

CONTACT INFORMATION
Professor Kelley Carroll
Phone: 805.358.5284
kelley.carroll@pepperdine.edu

NOTE: Office hours prior/after class or via phone, by appointment.

COURSE DESCRIPTION
Brand Management is the core of all brand and product activity within a marketing organization. Brand managers need to have a deep understanding of their consumers, be able to uncover meaningful consumer insights, and ultimately, capitalize upon their findings. In contemporary competitive environments, effective brand management is crucial to the health and survival of the company. Brand managers are the generators of consumer demand while, at times, they simultaneously deal with social, environmental and ethical issues. They also need to be prepared to help organizations decide which target markets to serve, and provide strategic input on what products and services to produce. Additionally, they need to make appropriate promotional, pricing, and distribution decisions to create profitable, long-term growth opportunities. This course is designed to familiarize you with the brand management role in business, and to help give you insight into how to become an effective brand manager. The course utilizes books, lectures, team presentations, exercises/cases, current events and class discussions to help in the exploration and learning process.

COURSE OBJECTIVES
- Understand brand management principles and their implication in the global business environment
- Comprehend consumer behavior, and determine how to create brand value in order to satisfy different market needs and demands
- Provide students with the knowledge and framework for understanding the brand management environment
- Cultivate strategic thinking and develop brand management skills through developing a brand audit
- Develop critical thinking and cultural sensitivity to brand issues as we identify new opportunities in the global business world
PROFESSOR’S EXPECTATIONS

- Students should come to class fully prepared and ready to discuss all assigned material
- Contribute to the class discussion in a way that enhances the learning process
- Conduct yourself in class as you would in a business situation (i.e., be courteous, offer constructive criticism, compliment on a job well done, and give thoughtful feedback)
- Share responsibility for the quality of the experience
- Attend all class sessions

COURSE MATERIALS

Required Books:  
- Strategic Brand Management, Kevin Lane Keller (Fourth Edition, 2013)
- Global Brand Power, Barbara E. Kahn (2013)
- difference, Bernadette Jiwa (2014)

*Required Cases:  
Case Studies will be required reading for all students, and will be presented/discussed on the assigned evenings. Cases can be ordered online from HBS Publishing, via the Coursepack link:

    Coursepack link: https://cb.hbsp.harvard.edu/cbmp/access/42084703

*Teams and case assignments will be covered in our first class session.

DESCRIPTION OF ASSIGNMENTS

Class Attendance & Participation – 35 points
Class participation will be based primarily on quality and secondarily on the frequency of contributions to class discussions and in-class assignments. Additionally, case studies will be a part of in-class participation. Students will need to read the cases prior to class, and work on them as a team during the assigned class session. Details will be further discussed during our first class session. Regular class attendance is expected. Please advise if there is any reason why you will not be able to attend all class sessions.

Take-Home Test – Global Brand Power - 10 points
A take-home test will be due on Tuesday, 11/17 and will be based on chapter content from Global Brand Power. I will distribute the question one-week prior to the exam.

Difference Map – 10 points
Each student will be required to create a Difference Map based on the book, difference.
Final Exam – 20 points
Our final exam will be based on the *Strategic Brand Management* text. Format will either be multiple choice, short-answer or a combination of both. I will advise as we get closer to the test.

Final Group Project – Brand Audit – 50 points
A brand audit provides a systematic way to inventory current brand assets and strategies. The audit will allow problems to be identified, and priorities to be set with respect to brand strategy development and implementation.

Note: *Strategic Brand Management* includes Brand Audits in Chapter 8, and we will be covering this in class.

Introduction

I. Brand Inventory
   a. What is the name of your brand and where did this name came from?
   b. How successful has your brand been over time? What changes have been made to the brand’s strategy over time? Why?
   c. What are your brand’s elements (see chapter 4 from the text)?
      - Name, logos and symbols, slogans, packaging, etc. How do these elements influence perceptions of the brand? Do they work well together?
   d. What are the brand’s attributes and features?
   e. What is the price of the brand? If it is promoted, what is the promoted price? Does the price vary across channels?
   f. How is your brand distributed?
   g. How is your brand promoted?
   h. How does your brand acquire and retain its customers?

II. Brand Strategy
   a. What is your brand’s intended target market?
   b. How is the brand positioned?
      - How is this communicated to the target market?
      - How has this changed over time?
   c. What is the brand’s current value proposition?

III. How do Consumers Perceive your Brand?
This section may be aided by your own primary research. It will also be aided by looking for research reports and articles on your brand, and from looking at consumer opinion that may be posted online.
You can address a number of areas here, including:
   - The awareness of your brand
   - The image of your brand
   - The differentiation of your brand, its relevance, and the knowledge of your brand’s benefits
   - Your brand’s personality
   - What your brand is associated with, and how strong these associations are
   - The perceived quality of your brand
   - How attached or loyal your customers are to your brand
- Is there a brand community?
- And, most importantly: What do consumers not like about your brand and how can you/should you fix this? And, what is inhibiting your brand from being more successful and how can you overcome this?

IV. Competitors
a. Who are the major competitors?
b. What are their strengths? How are they perceived? How is each competitor positioned? Are they attempting to change perceptions? If appropriate, ads for competitors should be obtained and analyzed as to positioning strategies and quality and consistency of execution.
c. What are your brand’s points of differentiation and points of parity?

V. Recommendations
Given your analysis of your brand, what would you recommend that you your brand do differently?

LATE ASSIGNMENTS
No late assignments will be accepted.

GRADING
Grades for the course will be computed from the following components:

- Class Attendance and Participation (35 points)
- Take Home Test (10 points)
- Difference Map (10 points)
- Final Exam (20 points)
- Brand Audit - Group Project (50 points)

TOTAL: 125 points

GRADING OF PERFORMANCE:

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<tr>
<th>FINAL GRADE</th>
<th>TOTAL POINTS</th>
<th>CORRESPONDING %</th>
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<tr>
<td>A</td>
<td>117-125</td>
<td>94-100</td>
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<td>A-</td>
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<td>B+</td>
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<td>C+</td>
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ATTENDANCE
Again, regular attendance is critical for successful completion of this course. Since class discussions and interaction is an integral part of learning, each student is expected to arrive on time and come prepared to share their experiences and insights. If personal/work situations require you to miss a class, it is your responsibility to keep up with assignments and the planned schedule. Students should contact me beforehand to alert me of an absence. Generally, absences are considered “excused” only in cases of extreme emergency, religious holiday or to fulfill academic/scholarship requirements. Unexcused absences will be evaluated on a case-by-case basis and will adversely affect your grade.

MOBILE PHONE & LAPTOP POLICY

Mobile devices are not permitted during class time.

Laptops may be brought to class, but should be used only on class-related topics – please let me know if you have rented your book and/or are accessing the text online. Please handle all personal issues on your break, and limit your laptop use to class related websites.

CONDUCT

This course may require electronic submission of essays, papers, or other written projects through the plagiarism detection service Turnitin (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. The use of Turnitin is subject to the Terms of Use agreement posted on the Turnitin.com website. You may request, in writing, to not have your papers submitted through Turnitin. If you choose to opt-out of the Turnitin submission process, you will need to provide additional research documentation and attach additional materials (to be clarified by the instructor) to help the instructor assess the originality of your work.

The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable.

The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
Forgery, alteration, or misuse of University documents, records, or identification.

Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.

Interference with the academic or administrative process of the University or any of the approved activities.

Otherwise unprotected behavior that disrupts the classroom environment.

Theft or damage to property.

Violation of civil or criminal codes of local, state, or federal governments.

Unauthorized use of or entry into University facilities.

Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

- **Dismissal** – Separation of the student from the University on a permanent basis.
- **Suspension** – Separation of the student from the University for a specified length of time.
- **Probation** – Status of the student indicating that the relationship with the University is tenuous and that the student’s records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student’s privileges may accompany probation.”

**Policy on Disabilities**

**Assistance for Students with Disabilities**

The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation. If a student does not request accommodation or provide documentation, the faculty member is under no obligation to provide accommodations. You may contact the Director of Disability Services at (310) 506-6500. For further information, visit the DSO Web site at: [http://www.pepperdine.edu/disabilityservices/](http://www.pepperdine.edu/disabilityservices/).
## COURSE OUTLINE

### MKTG 676.02 MS

#### FALL 2015

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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Agenda Topics/Tests</th>
<th>Books &amp; Chapter Readings</th>
<th>Assignments Due</th>
</tr>
</thead>
</table>
| 1    | 10/20 | • Professor/Student/Course Introductions  
      • Syllabus Review  
      • Class Discussion:  
          o Brands and Brand Management  
          o A Brand’s Role in the Four Stages of the Purchase Process  
          o Introduction  
          | Strategic Brand Management: Chapter 1  
          Global Brand Power: Introduction & Chapter 1  
          | difference |
| 2    | 10/27 | • Class Discussion:  
          o Customer-Based Brand Equity & Brand Positioning  
          o Experiential Positioning of a Brand  
          o Our Marketing-Made World  
          | Strategic Brand Management: Chapter 2  
          Global Brand Power: Chapter 2  
          | difference  
          CASE STUDY #1:  
          Hilton Hotels: Brand Differentiation Through CRM  
          DUE: BRAND SELECTION FOR BRAND AUDIT |
| 3    | 11/3  | • Chapter Discussion:  
          o Choosing Brand Elements to Build Brand Equity  
          o Qualitative Measurement of Brand Value  
          | Strategic Brand Management: Chapter 4  
          Global Brand Power: Chapter 3  
          | CASE STUDY #2:  
          Volcom: Building an Authentic Brand |
<table>
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<tr>
<th>Week</th>
<th>Date</th>
<th>Class Discussion:</th>
<th>Strategic Brand Management: Chapters 8 &amp; 13</th>
<th>Global Brand Power: Chapters 5</th>
<th>Case Study #3:</th>
<th>Due: Difference Maps</th>
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<td>4</td>
<td>11/10</td>
<td>• Class Discussion:</td>
<td><strong>Strategic Brand Management:</strong></td>
<td><strong>Global Brand Power:</strong></td>
<td>Eco7: Launching a New Motor Oil</td>
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<td>o Designing Marketing Programs to Build Brand Equity</td>
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<td>5</td>
<td>11/17</td>
<td>• NO CLASS</td>
<td><strong>Strategic Brand Management:</strong></td>
<td><strong>Global Brand Power:</strong></td>
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<td>o PLEASE READ CHAPTERS 8 &amp; 13. TO BE DISCUSSED NEXT WEEK.</td>
<td>Chapter 5</td>
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<td>11/24</td>
<td>• Class Discussion:</td>
<td><strong>Strategic Brand Management:</strong></td>
<td><strong>Global Brand Power:</strong></td>
<td>CASE STUDY #3:</td>
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<td>o Developing A Brand Equity Measurement &amp; Management System</td>
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