



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

BUSML 7206: BRAND MANAGEMENT

Summer, 2016

Professor:	Tammy Katz	Office:	Fisher 050
Email:	katz.183@osu.edu	Office Hours:	By appointment
Phone:	(614) 252-7824	Classes:	Thursday 6:00-9:15 PM GE305

Course Description

Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function.

Course Objectives:

This course provides insights and experience in strategic brand management. Course objectives are to:

1. Provide an understanding of the key issues in building and maintaining brands and brand equity.
2. Learn and apply key elements of crafting and driving brand strategy, evaluating strategic options, and understanding Marketing's role and accountabilities in brand and strategy decision-making.
3. Provide exposure to and project participation in brand positioning, strategic brand management, brand portfolio strategies, advertising creative development, and brand planning.

Required Materials:

Strategic Brand Management; Kevin L. Keller, 4th Edition

Course Pack Harvard Business School Publishing <http://cb.hbsp.harvard.edu/cbmp/access/43668912>

Additional Readings: As outlined at <http://carmen.osu.edu>

Evaluation:

Grading:

Performance in this class will be determined based on your ability to demonstrate knowledge and understanding of the material covered in individual written exercises, class participation, and group projects. Final grades will be determined as follows:

<u>Component:</u>	<u>Individual or Group Assignment</u>	<u>% of Final Grade</u>
Written Assignments and Case Studies (3)	Individual	30%
Written Assignment and Case Study (2)	Group	20%
Class Participation	Individual	20%
2016 Brand Plan	Group	30%
Total		100%

Please note that all written assignments are due via Carmen before class. My dropbox closes when class begins; I do not accept late assignments. Please have access to your assignment in class and be prepared to actively participate in class discussions. Page lengths noted are general guidelines for length; format as you see fit to respond to the assignment.

Class participation is a significant portion of your grade as brand management requires persuasive oral communication. Grading is based on your demonstrated knowledge of the course content and active, quality participation in class discussions. You are expected to have completed the assignments and be prepared to discuss their content. If you have any difficulties or issues with class participation expectations, please let me know.

Most of the assigned reading in the textbook can be skimmed, as appropriate. However, key sections of the book should be read more carefully.

Other Student Expectations:

1. Regular attendance is expected. In cases of valid family, health or safety emergencies, students must contact me prior to the administration of the assignment. In general, work related conflicts or overlapping requirements due in other classes are not valid excuses for missing project deadlines.
2. Be prompt and seated so we can begin class on time. If you have an unforeseeable issue that requires you to be late or leave early from class, please notify me prior to class.
3. Please bring name plates to every class.
4. You may use your laptops in class to work on content for this class only.
5. You are expected to adhere to the OSU Code of Student in which academic misconduct is defined as any activity that compromises the academic integrity of the institution or subverts the educational process. If an instance of academic misconduct is observed or reported, the University Committee on Academic Misconduct will be notified. Sanctions for misconduct can include a failing grade in this course, suspension, or dismissal from the University.
6. Please be particularly prompt, respectful, attentive and engaged with guest speakers. They are generously donating their time and wisdom for your benefit.

Office Appointments:

I am available to discuss issues of concern to you on an individual basis by appointment. Please set up this appointment with me via email or phone. So that I can be better prepared for your visit, please give me a general idea of the topic you'd like to discuss. Appointments are typically 15 minutes. If you believe you will require more time, please request a longer appointment. My office is Fisher 050.

Course Schedule:

June 7: Strategic Brand Management and Building Strong Brands

Reading: Course Syllabus
Best Global Brands (posted on Carmen)
Chapter 1 – pp. 29-33, Chapter 2 pp. 49-68 of textbook.
Assignment: Prepare for favorite brand discussion (posted on Carmen)
In Class Work: The Brand Report Card (coursepack article); Assess Your Brand

June 14: Capturing Consumer Mind-Set and Brand Positioning

Guest Speaker: To Be Announced
Reading: Chapter 3 pp. 78-100; Chapter 9 pp. 296-302 of textbook
Read Chapter 1 of Competitive Positioning (Coursepack)
Assignment: I Am a Brand; Submit group roster via Carmen (6 people; 1 roster per team)

June 21: Brand Strategy, Brand Planning, and Brand Profitability

Guest Speaker: John Sass, Vice President of Marketing, Gardens, Scotts Company
Reading: Metabical Case Study, Chapter 6 of Competitive Positioning (Coursepack),
Chapter 5 of textbook
Assignments: Metabical Case Study

June 28: Growing and Sustaining Brands, New Products and Brand Extensions

Reading: Note on Marketing Strategy, Chapters 12 and 13 of textbook.
Assignment: Brand Analysis - Group Project

July 5: Integrated Marketing Communication

Reading: Oscar Mayer Case Study, Chapters 6 and 12
Assignment: Oscar Mayer Case Study

July 12: Effective Brand Communication and Brand Management Careers

Guest Speaker: Bob Holtcamp, Vice President, Brand Management, T. Marzetti
Reading: Mountain Dew Case Study, Chapter 15
Assignment: Mountain Dew Case Study

July 19: Strategic Brand Management – in Practice

Assignment: 2017 Brand Plan – Group Project
Group Projects continue through next class

Assignment Questions

Assignment #1

Prepare for class discussion only; no written assignment. Select your favorite brand from Interbrand Top 100 List, Landor Breakaway Brands, or other personal favorite. Be prepared to discuss: What is your favorite brand? Why? What makes it an outstanding brand?

Note that the Interbrand list includes corporate brands, who may own brands that may be of interest to you, e.g. Toyota's Lexus.

Assess Your Brand – in class assignment

1. Rate and critically evaluate your favorite brand using The Brand Report Card criteria.
2. What strengths can it leverage? What weaknesses should it address? Is the brand strongly positioned versus competition or vulnerable? Why?

Brand Plan Tip: What are the leverageable strengths of your brand? Where is your brand vulnerable? How does that influence your 2017 Plan? How can your brand win versus relevant competition?

I Am a Brand

As with ALL written assignments: Submit via Carmen prior to class; have access to the assignment in class, for class. All page lengths noted are rough guidelines. 2 pages.

Submit via Carmen. Bring a copy to class, for discussion.

Consider your career after graduation and your first job after business school. How do you want to build "your brand?"

1. Consider yourself as a brand. Identify strong, favorable and unique associations with your brand. What would you like your colleagues to think of when your name came to mind?
2. Develop a positioning statement for 'you the brand' using brand positioning format in Competitive Positioning chapters (in Course Pack).
3. Develop a brand mantra that captures the essence of your brand positioning.

Brand Plan Tip: What is your brand's positioning? Should it be refined? How? Do the brand's marketing strategy and marketing plans reinforce the brand's positioning?

Metabical Case

3 pages.

1. Who is the ideal target consumer? Why?
2. How should Metabical be positioned? (Use brand positioning framework in Creating Brand Loyalty chapter) Why?
3. What are Metabical's leverageable points-of-difference?
4. Which of the advertising agency's concepts best communicate your brand positioning, for each audience (DTC and medical professionals)? Why?
5. Is the Year 1 Marketing Plan optimal? How would you reallocate funds (or not) to improve sales performance? Why?

Brand Plan Tip: Is your brand's strategy available in the public domain? What is it? If not, what do you believe the brand strategy is? Is it optimal?

Brand Analysis

3 pages.

Select one of your team's favorite brands from the first class. Use this assignment as a foundation for your 2017 Brand Plan.

1. Describe and evaluate the brand's:
 - Positioning
 - Product strategy
 - Pricing Strategy
 - Channel Strategy
 - Marketing Communications
2. How should the brand evolve in 2017? Why? How should the brand team measure its success?
3. What alternatives and key issues did your team consider?

Brand Plan Tip: What are your sales and profit goals for 2017? How will you sustain and accelerate growth on your brand? How can you increase your brand's competitive insulation?

Oscar Mayer Case

3 pages.

1. What strategic course of action will you take to deliver 4% volume growth and 15% operating income growth next year? How will you achieve your Plan's financial objectives?
2. Which of the four departmental directions are the most viable? Least viable? Which will you pursue/not pursue? Why?
3. How will you work with your managers to refine the plans to achieve next year's goals?
4. How will your plan for next year position you to deliver the +4%/+15% plan for the next 2 years? What are your contingency plans?

Brand Plan Tip: What is the appropriate innovation plan for your brand? What is your rationale? What resources will you need to deliver your innovation plan?

Mountain Dew Case

3-4 pages.

1. Which creative executions would you, in Scott Moffitt's role, select? Use an analytical framework to support your decisions.
2. How clear and compelling are the main messages?
3. Will the ads resonate with the target and drive consumption?
4. How would you counsel the agency to improve the creative executions?
5. How does the Super Bowl placement influence your decisions?
6. What alternatives did you consider? Where did your team disagree? How did you decide?

Brand Plan Tip: Are your brand's communications integrated? Should the communication be maintained or changed? Should the brand's marketing mix be changed? Why?

2017 Brand Plan

PowerPoint presentation, 10 - 12 slides. Submit via Carmen and presentation in class.

Include: Business Objectives, Marketing Strategy, Brand Positioning, Marketing Communications Plan, Budget, and other Brand Plan elements to support your strategic direction and recommendations.

Presentations of Brand Plans begin and will continue through Final Exam week.

Additional Readings:

Brand Relevance: Making Competitors Irrelevant, by Aaker

Creating Brand Loyalty: The Management of Power Positioning and Really Great Advertising, by Czerniawski and Maloney

Positioning: The Battle for Your Mind, by Ries & Trout

Product Management, 4th Edition, by Lehmann & Winer

Built to Last: Successful Habits of Visionary Companies, by Collins and Porras

Kellogg on Branding, by Caulkins

Blue Ocean Strategy, by Kim and Mauborgne

The Science and Art of Branding, by Franzen and Moriarty

Resources to explore to consider careers in Brand Management and related marketing professions:

www.cmo.com

www.MarketingProfs.com

www.ama.org - Webcasts and Best Practices

www.mashable.com

www.wetfeet.com/articles/career-overview-brand-management

AdWeek www.adweek.com

Advertising Age www.adage.com