THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS

BUSADM 4256

Brand Management

Sem: SP 2023 **Class Schedule:** Tues & Thurs, 8:00am – 9:20am   **Room:** Mason 405

Instructor: Scott LaCross	**E-mail:** lacross.2@osu.edu
Office Hours: By Appointment (click here to book a meeting)	

Course Description:

This course is designed to explore the important role of brand management in the marketing process. It will cover the principles of branding and the key elements that go into developing and maintaining a powerful brand. Students will develop the skills needed to create a meaningful brand, position a brand, develop brand identity, promote a brand, leverage brand equity, extend a brand into new areas of business, and communicate brand meaning through various marketing vehicles.

Course Learning Objectives:

By the end of the semester, you will be able to:

(1) Explain brand management principles and terminology.
(2) Evaluate branding strategy through a brand audit.
(3) Practically apply the concepts of branding in various business scenarios.
(4) Work effectively in a team environment towards a common goal.
(5) Utilize your analytic, oral presentation and writing skills.

Course Materials:

HBR Course Pack (two case studies) – available to purchase at https://hbsp.harvard.edu/import/1013871

Grading:

Graded Components	% of Total	Type
1. Group Project – Brand Audit	25%	👥
2. Group Project - New Brand Presentation	25%	👥
3. Carmen Assignments	15%	👤
4. Project Peer Evaluation	10%	👤
5. Class Attendance & Participation	20%	👤
6. Personal Reflection Paper	5%	👤

Requirements for each form of graded component. Failing to follow these will represent academic misconduct. See below.

Independent Work [N 👤]: Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.

Collaboration Required [C 👥]: An explicit expectation for collaboration among students either in class or outside of class (i.e. group work).

Collaboration Optional [O👥]: Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

Grading Scale

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E	
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)	
Range	100%	- 93%	- 90%	- 87%	- 83%	- 80%	- 77%	- 73%	- 70%	- 67%	- 60%	- 0%

Academic Conduct:

If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If you have questions about the above policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – Section 3335-23-04(A)

University Policies, Services and Resources (go.osu.edu/UPolicies)	Fisher Undergraduate Handbook and QuickLinks (www.bsbalinks.com)	Fisher Navigator Resource Portal (www.nav-1.com)

Course Format: In-person (P)

Mode of Delivery:

All content will be synchronous during the allocated class time so students are required to attend class. Students will also have Carmen assignments to be completed in between classes. Our meeting times will be heavily focused on class engagement and will included group discussions and activities. This class also includes some guest speakers who will cover specific topics and students are expected to be engaged participants in the discussion.

Credit hours and work expectations: This is a **3-credit-hour course**. Students should expect to spend additional time outside of the scheduled class each week for individual assignments and group project activities in order to receive a grade of (C) average.

Attendance and participation requirements: Class attendance will be tracked throughout the semester and is a graded component of the course. Participation during class discussion will also be tracked and graded (see below for grading details). Students are expected to engage in discussions and activities throughout the semester.

Students who are unable to attend class regularly or are uncomfortable partipating in live group discussions should not take this course. There are other marketing electives available.

GROUP GRADED COMPONENT DETAILS (50% of final grade):

BRAND AUDIT – 25% of final grade

Students will work in a **team of six students** for both of the group projects (same group for both projects). For this project, each team will select a brand and will perform a detailed audit based on the concepts discussed in the class. Brands cannot be duplicated across groups and will be assigned on a first-come basis. **This deliverable will be submitted in Carmen so it will not be presented.**

Format: Utilize PPT (or similar slides-based program) but **submit in PDF format** to ensure format consistency. While there is no limit on the number of slides, the deliverable should not feel like a "data dump" of information. Groups should work on communicating a lot of relevant information and meaning in a concise way.

Brand Audit Outline & Grade Weighting:
1. Brand Introduction – 10% of project grade
   - Introduce the brand and the business situation (as if the audience is not familiar with the brand); include relevant details about the products/services, competitive situation, and current state

2. Brand Positioning – **30% of project grade**
   - Communicate the core brand positioning using tools from the course
   - This section should include an overview of the brand's target customer segment using both demographics & psychographics followed by hypothetical consumer profile(s) of individuals in the target segment

3. Brand Messaging – 15% of project grade
   - Describe how the positioning is communicated through the core messaging (consumer-facing / external); include any major relevant shifts over time

4. Brand Identity – 15% of project grade
   - Describe how the positioning is brought forward through its brand identity components (logo, colors, icons, sounds, fonts, etc); include any major relevant shifts over time

5. Branded Promotions – 20% of project grade
   - Show how the brand is delivered through <u>various</u> marketing tactics

6. Over-arching: Story Flow & Deliverable Professionalism – 10% of project grade
   - This deliverable is about telling a business story, not just putting information on slides; content should all tie together and be easy to understand
   - Groups **must use slide headlines** to communicate main take-aways rather than generic slide titles
   - The slide headlines should have a logical flow that tie together – i.e. avoids logic gaps or contradictions that cause confusion; a reader should not be left having questions about the information
   - Use combination of visuals + text together (on same slide) to communicate information throughout
   - Visual presentation should be clean and professional; spelling errors and formatting issues will lose points (i.e. inconsistent font sizing, spacing, placement of visuals, etc).
   - Slide format / design should be relatively consistent throughout (i.e. it shouldn't look & feel like completely different deliverable across different sections)

This project will be comprised of the two below components that will be submitted in Carmen. Refer to course schedule at end of syllabus for specific due dates for each.

1) Deliverable Outline (5% of final grade) – groups will submit an outline of the deliverable that includes the headlines for each content slide and a brief description of what the slide will include.
2) Final Deliverable (20% of final grade) – PDF of deliverable

NEW BRAND DEVELOPMENT PRESENTATION – 25% of final grade

Students will work with the same groups as the Brand Audit project to develop a new brand for a pre-assigned category (categories will be assigned during the semester). Each group will present their new brand development plan to the class (see course schedule for presentation dates). Presentations target time is **15 minutes** and groups are responsible for planning and managing their presentation time. Ending significantly early (i.e. less than 13 minutes) or running out of time (i.e. past 16 minutes) will negatively affect the presentation grade.

New Brand Development Presentation Outline & Grade Weighting:
1) Category Landscape Overview – 10% of project grade
   - Provide relevant context for the category and key competitors
   - Include positioning map with current brands

2) New Brand Positioning– 25% of project grade
   - Communicate the new brand's core positioning using tools from the course

- This section should include an overview of the brand's target customer segment using both demographics & psychographics followed by hypothetical consumer profile(s) of individuals in the target segment

3) New Brand Messaging – 15% of project grade
- Describe how the positioning will be communicated through the core messaging (consumer-facing / external)

4) New Brand Identity – 15% of project grade
- Show how the brand will be brought to life through various brand identity components

5) New Brand Promotions – 20% of project grade
- Show examples of how the brand would be brought to life through marketing promotions
- Include at least one digital and one non-digital example

6) Group Presentation Ability – 10% of project grade
- Group effectively engaged audience and communicated information clearly and persuasively
- Addressed audience more than looking at screen / notes
- Presenters were energetic, animated and spoke with appropriate volume
- Presenters appeared prepared and were in synch with the presentation slides throughout (i.e. no miscues or confusion)
- Managed time effectively (between 13 – 16 minutes)

7) Deliverable Appearance – 5% of project grade
- Design was clean and professional; slide format / design should be relatively consistent throughout (i.e. it shouldn't look & feel like completely different deliverable across different sections)
- Used combination of visuals + text together (on same slide) to communicate information
- Information was well organized visually and easy to follow / understand
- Had consistent formatting (font sizing, spacing) and was free of grammar or spelling errors

INDIVIDUAL GRADED COMPONENT DETAILS (50% of final grade):

CARMENT ASSIGNMENTS – 15% of final grade

These assignments will be to prepare students for class discussions on the various topics. Students must submit their completed assignments in Carmen before class begins (late submissions wil lose points). Grading will be based on the quality and thoroughness of information using the following criteria:

3 points: Thorough answer supported with detailed explanations and additional references. (i.e. here's a detailed answer, why I think this, and what supports that position); includes support references of any external sources.

2 points: Answers questions a high level with minimal explanation or support. (i.e. here's the answer and why I think this); lacking support references of information from external sources.

1 point: Provides a general answer to the question with little to no rationale. (i.e. here's the answer)

0 points: Nothing submitted or generic answer barely related to question.

CLASS ATTENDANCE & PARTICIPATION – 20% of final grade

Attendance (8% of Final Grade)

I will be taking attendance every class since being present and participating in discussions are important parts of the learning process. <u>Students who are unable to attend class regularly should not take this course.</u> If a student arrives after the start of class then they receive partial credit for that day. Student's will be allowed two "free pass" absences for credit **only if the professor is notified by email prior to missing the class.** If the absence is caused by an unexpected circumstance, you must email the professor within 24 hours of the missed class. Any additional absences (over two) or failure to notify the professor will result in lost points.

Participation (12% of Final Grade)

If you are intimidated by the "obligation" of speaking up in class, your anxiety will be reduced only through practice! In a real-world job setting, you will be expected to participate in meetings and add value to group discussion. You should approach this class and our discussions as a "test run" before starting a job in business.

To track participation, I will have a student serve in the role of "reporter" during class. The reporter will help track the contribution of each student during the class discussions. Any student who is the reporter will receive full participation credit for that day's class.

Participation grading will be based on the below criteria:

<u>Participation Grade = A</u>: A **consistent leader** in class discussions who regularly (i.e. 75% - 100% of classes) contributes with comments and/or questions.

<u>Participation Grade = B</u>: Contributes **fairly regularly** to class discussion (i.e. 50% – 75% of classes) making insightful comments and/or questions.

<u>Participation Grade = C</u>: **Occasionally contributes** to class discussion with reasonable comments and/or questions, but does not contribute as frequently or consistently as others (i.e. 25% – 50% of classes).

<u>Participation Grade D</u>: **Infrequent** comments and/or questions (i.e. less than 25% of classes).

<u>Participation Grade = E</u>: **Rarely** comments and/or questions (i.e. less than 10% of classes).

PEER EVALUATIONS – 10% of final grade

Team collaboration and participation is an important element of this class and will affect the quality of final deliverables. Each team member will provide a performance evaluation of the other members. Lack of effort and contribution to the project by a team member will be reflected in the individual peer evaluations and will negatively affect that individual's overall grade for the course.

It is important that Peer Evaluation scores are determined based on objective criteria rather than personal opinion. It is normal for group members to have different approaches, personalities, and opinions so your group will need a clear framework for how you will work together and the expectations of performance. One of the first tasks your group will have will be to develop and submit a **Team Charter**. The performance expectations laid out in this charter will be the basis for your Peer Evaluation scores at the end of the session.

PERSONAL REFLECTION PAPER – 5% of final grade

Each student will submit a reflection paper at the end of the semester (due last day). The template will be provided in Carmen

Course Technology:

For IT help contact the Ohio State IT Service Desk ocio.osu.edu/help servicedesk@osu.edu

1. Baseline technical skills for online courses.
   - Basic computer and web-browsing skills
   - Navigating Carmen: for questions about specific functionality, see the Canvas Student Guide.
2. Required Technology Skills
   - CarmenZoom virtrual meetings
   - Recording a slide presentation with audio narration
   - Recording, editing, and uploading video
3. Required Equipment
   - Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
   - Webcam: built-in or external webcam, fully installed and tested
   - Microphone: built-in laptop or tablet mic or external microphone
   - Mobile device (smartphone or tablet) or landline to use for BuckeyePass multi-factor authentication. It is recommended that you register multiple devices in case something happens to your primary device.
4. Required Software. Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program.
5. Carmen Access. You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:
   - Register multiple devices in case something happens to your primary device. Visit the Duo Mobile application help article for step-by-step instructions.
   - Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click Enter a Passcode and then click the Text me new codes button that appears. This will text you ten passcodes good for 365 days that can each be used once.
   - Download the Duo Mobile application to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options meet the needs of your situation, contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Course-specific Copyright Policy: Material provided by the instructor may not be re-posted anywhere without the explicit permission of instructors. See University Copyright Policy.

Class Schedule (Subject to change throughout the semester) - Keep note of **group project deliverables**.

Date	Topic	Activities or Deliverables
1/10/23 (Tu)	Introduction & Course Overview	
1/12/23 (Th)	History of Branding	• **Form project teams** • Carmen assignment due before class
1/17/23 (Tu)	Brand Equity	• **Team Charter & Project 1 brand choice due before 1/17 class** • Carmen assignments due before class
1/19/23 (Th)		
1/24/23 (Tu)	Brand Positioning	• Carmen assignments due before class
1/26/23 (Th)		
1/31/23 (Tu)		
2/2/23 (Th)	Case Study: Headspace vs. Calm	• Carmen assignment due before class
2/7/23 (Tu)	Brand Messaging	• Carmen assignments due before class • **Group Brand Audit Project Outline due in Carmen by EOD on 2/9**
2/9/23 (Th)		
2/14/23 (Tu)	Brand Identity	• Carmen assignments due before class
2/16/23 (Th)		
2/21/23 (Tu)	Bringing Brand to Life in Promotions	• Carmen assignment due before class
2/23/23 (Th)	Brand Architecture	• Carmen assignment due before class
2/28/23 (Tu)	Case Study: ASICS Brand Architecture	• Carmen assignment due before class • **Group Brand Audit Project due in Carmen by EOD on 2/28**
3/2/23 (Th)	Creative Development Exercise	• Carmen assignment due before class
3/7/23 (Tu)		• Carmen assignment due before class
3/9/23 (Th)	*NO CLASS: Group Working Session*	
3/14/23 (Tu)	*NO CLASS: Have a Great Spring Break!*	
3/16/23 (Th)		
3/21/23 (Tu)	Managing Brands Over Time	•
3/23/23 (Th)	Co-branding	• Carmen assignment due before class
3/28/23 (Tu)	Trademarks & Copyrights	• Carmen assignment due before class
3/30/23 (Th)	Finance for Marketers	• Carmen assignment due before class

4/4/23 (Tu)	Supply Chain for Marketers	• Carmen assignment due before class
4/6/23 (Th)	Guest Speaker(s) – Brand Management	• Carmen assignment due before class
4/11/23 (Tu)	**Group Project Presentations – Groups 1 - 4**	
4/13/23 (Th)	**Group Project Presentations – Groups 5 - 8**	
4/18/23 (Tu)	Personal Branding	• Carmen assignment due before class
4/20/23 (Th)	Class Wrap-up & Debrief	• **Personal Reflection Paper & Peer Evaluation due before class**