

THE HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
DEPARTMENT OF MARKETING

MARK 4450 Brand Management
Fall 2018

Class meeting time: Monday 4:30-5:50 PM & Friday 12:00-1:20 PM

INSTRUCTOR

Joyce Jingshi Liu, Ph.D. Candidate in Marketing

Office : 4017 LSK
Phone : 6238-4451
Office hours : Monday right after class (6:00pm – 7:00pm in the same class room) OR
: by appointments (please make appointment via CANVAS email)
TA : Lily Wong (please contact via CANVAS email)

COURSE OBJECTIVES

Mark 4450 is an elective course designed to help you develop a practical understanding of the tools, rules, and strategies of brand management. By the end of the semester, students will be able to assess critical aspects of a branding strategy such as: how to introduce and name new products; how to measure and interpret brand performance; how to manage a brand over time, product categories, and geographical markets.

METHOD OF INSTRUCTION

The course consists of lectures, exercises, case discussions, presentations, and a brand audit project. Throughout the semester, I will encourage you to *think critically* about the various branding challenges that organizations face today. I will also provide you ample opportunities to *voice your opinions* about what real managers in these organizations have done or should do. You are expected to speak up during class!

As outlined in the grading section, some assignments will be completed individually (e.g., quizzes) while others in a team (e.g., project presentations). This mix of individual vs. team-based assignments is intended to replicate what happens in the real world. And as is often the case in the real world, your personal fate will depend in part on your team's fate (i.e., all group members receive the same grade in group-based assignments). Hence, it is important for teammates to invest appropriate time and effort in group assignments. Any dispute should be handled amicably and among yourselves. Teams will be assigned after the Add/Drop period. Unless required otherwise, teams are meant to last the entire semester.

In order for you to exercise your critical thinking skills, you must come to class prepared. This means you should always read the assigned materials ahead of time. This is particularly important on days when we have the case discussions.

COURSE MATERIALS

Textbook: *Strategic Brand Management* (4th edition) by Kevin Lane Keller.

Cases and additional readings: posted on CANVAS before class.

Lecture slides/notes: posted on CANVAS before class.

COURSEWORK AND GRADES

Coursework:	% of final grade
Class participation: attendance, class discussions, in-class assignments (individual)	18%
2 Quizzes (individual)	40%
Brand audit presentation (group)	20%
Brand audit final report (group)	15%
Peer evaluation for group assignments (individual)	5%
Research participation (individual)	2%

Class participation (evaluated in the following categories)

- Attendance is expected.
- Please speak up in class. Your participation will be evaluated based on the *quality* and the *frequency* of your comments during class. To kick-off class discussion, I will start every class with a couple review questions regarding the contents covered in the previous class. While voluntary responses are always encouraged, I may also cold call on students to answer these questions.

Quizzes

The course has 2 quizzes, which will include either multiple-choice questions, short-essay questions, or a combination of both. Quiz questions can cover materials addressed in the textbook, cases, or during class discussions. Quizzes will be either in class or during tutorial time. Please see the course schedule for the specifics. Details will be announced later. The two quizzes are weighted differently using a 30:10 ratio such that the quiz in which you perform better will be given more weight. You only need to bring a pencil and your student ID to the exam venue.

Brand Audit (report and presentation)

A key aspect of the learning experience will come through a brand audit. A brand audit requires an in-depth analysis of a brand. The objective is to understand what consumers think of the brand. Details about what a brand audit write-up really entails are given below. There are several components to this brand audit. I would like you to work through the 5 sections below as we proceed over the semester. Although the points noted under each section are illustrative and not exhaustive – you will see that when you put the 5 parts together – it tells a cohesive story.

Part 1 – Historical overview and background

Provide a historical overview of the company and the brand chosen. What are the brands and extensions that have been developed over time? In the past, what positioning has the company used? What is the target market (e.g., Marlboro was positioned as a cigarette for women but later repositioned)? How are the extensions positioned and how do they contribute to brand equity. How have they leveraged the core associations of the brand to create these extensions? The library and the internet are good sources of such information.

Part 2 – How is the brand currently being positioned and what is new in the brand's life?

Attempt to identify current marketing strategies being used – web pages are a good source of information as are media articles on the web. Advertising, of course, is the most public face of the brand. How do they deal with their competitors and is it sustainable? Are new products being developed? Are there any problems with these?

Part 3 – How do consumers see the brand? Conduct qualitative and quantitative analyses to map consumer perceptions. Identify gaps between the desired positioning and these perceptions. Are there any negative associations? Where are they coming from? How do consumers see the brand relative to competition? Perceptual maps, interviews, focus groups, everything we discuss in class can be applied.

Part 4 – What types of marketing activities are leading to any disconnects between the positioning desired and consumer perceptions? This is often hard to get at and the best way to find out what a brand is doing wrong (e.g., low advertising, ineffective promotions, too many extensions of the wrong type, cannibalization etc.) is to talk to a retailer. What you glean from them should be linked back to problems identified in part 3. Sometimes, it is not possible to speak with these people. In such instances I would like you to visit the retail outlet where the brand is sold and do an observational study.

Part 5 – Make recommendations about what can be done to rectify the problem. This is where you get to play consultant and be creative. You can suggest new extensions, trim them, change pricing, think about advertising campaigns that would help rectify damage or solve problems etc.

Final Report: Please incorporate the above 5 parts in your final report. The page limit of the final report is 6 pages double-spaced, 12-point, Times New Roman. In addition, you are allowed insert 2 exhibits (e.g., charts and tables). Thus, 8 pages in total. References will *not* be counted toward the page limit and should be included at the end of the report. Please cite all your sources. Given

the large amount of work that is required for a brand audit, I will allow some class time to be used for brand audit related work.

Final Presentation: I will ask you to make a formal presentation to the class. The presentation will be graded based on both the contents of brand audit and the delivery of your presentation. Details will be given later.

Peer evaluation

For group assignments, everyone in the group will receive the same grade. Though I expect every team member to invest appropriate time and effort, I realize that it may not always be the case. Hence, I have devised a peer-review system that will give you the opportunity to evaluate your teammates' contributions throughout the semester. Grades received from each member will be averaged and incorporated into a student's final course grade.

Research participation

In accordance with HKUST's research mission, students in all marketing courses are expected to satisfy a research requirement. The purpose of this assignment is to give you a brief acquaintance with the type of research conducted in behavioral sciences. You can fulfill this requirement in 1 of 2 ways. First, by signing up for 2 hours worth of marketing experiments (information will follow later in the semester). Second, by writing two 2-page critiques of academic research articles. Come see me after class if you'd rather choose the second option.

GRADING STANDARDS

Final letter grades will be awarded based on your total score out of 100 possible points. I use the university cutoffs for A's, B's and C's:

A: 90+

B: 80-89

C: 70-79

D: 60-69

F: below 60

I give A+, A-s depending on the distribution within a letter grade. The usual cutoffs are 97-100 (A+), 94-96.99 (A), 90-93.99 (A-), 87-89.99 (B+), 84-86.99 (B), 80-83.99 (B-), 77-79.99 (C+), 74-76.99 (C), 70-73.99 (C-).

ACADEMIC INTEGRITY

Plagiarism and cheating are taken very seriously and can result in a failing grade. Plagiarism involves copying something verbatim from a previously published source (e.g., a book, article or the web) without citing it. Please note that when you are completing your brand audit, you will be relying on sources from the web. Cutting and pasting large sections of this without paraphrasing or citing is considered plagiarism. Cheating involves giving or receiving help on an assignment or quiz that is supposed to be your own. If we do find evidence of this, the onus will be on you to prove that you were not cheating or plagiarizing. I am sure you will not give me reason to complain but please be aware of the University rules regarding this.

TENTATIVE SCHEDULE AND IMPORTANT DATES

Dates	Class	Topics & Assignments
3-Sep	1	Introduction to Brand Management
7-Sep	2	Brands and Brand Management: Ch1
10-Sep	3	Brand Equity and Brand Positioning: Ch 2
14-Sep	4	Brand Resonance: Ch 3
17-Sep	5	MTV Case – Building Brand Resonance; Career Interest Survey
21-Sep	6	Brand Elements: Ch 4
24-Sep	7	Designing Marketing Programs: Ch 5
28-Sep	8	Marketing Communications: Ch 6 ** Brand Audit topics due
1-Oct	-	PUBLIC HOLIDAY, NO CLASS ☺
5-Oct	9	Leveraging Secondary Brand Associations: Ch 7
8-Oct	10	Hunger Game Case – Transmedia Brand Storytelling
12-Oct	-	**QUIZ 1
15-Oct	11	In-class assignment
19-Oct	12	Brand Equity Measurement and Management System: Ch 8
22-Oct	13	Capturing Customer Mindset: Ch 9
24-Oct	Tutorial	Guest Speaker
26-Oct	14	Brand Architecture Strategies: Ch 11
29-Oct	15	New Products and Brand Extensions: Ch 12
2-Nov	16	Managing Brands Over Time: Ch 13
5-Nov	17	Dove case – Evolution of a Brand
9-Nov	18	Global Branding: Ch 14
12-Nov	19	Nike case – Building a Global Brand
16-Nov	20	In-class consultation for Brand Audit project
19-Nov	21	Special topics: counterfeiting & consumerism
21-Nov	Tutorial	**QUIZ 2
23-Nov	22	Mini case competition & course wrap-up
26-Nov	23	Group presentations ** Final report due
30-Nov	24	Group presentations

A FEW NOTES ON EFFECTIVE COMMUNICATION

In-class communication: You are allowed to bring your laptop and mobile phone to class. HOWEVER, mobile phone should only be used for taking attendance. Your participation grade will be deducted if you use your mobile phone in class for other purposes. Laptop should be used only to take notes and conduct research for in-class exercises. I expect you to be mature enough to respect these rules. During class, please listen when others speak. Please raise your hand when you would like to speak. You are ENCOURAGED to speak up, but in a respectful manner.

After-class communication: If any of the class materials are unclear to you, please come talk to me as soon as possible. I am more than happy to explain and clarify things. However, I prefer in-person discussion (rather than emails) as it makes our communication much more effective.

Email communication: Unless it's an emergency, please only use email to schedule meeting appointments. All emails should be sent via CANVAS. Please do not send emails regarding this course to my personal email address – they are easy to get lost and hard to track.

Group member communication: In general, I DO NOT wish to get involved in issues within a group and I expect you to be able to work things out by yourselves. However, on the rare occasions, we might have a situation where a group member is unwilling or unable to put in the amount of work that is expected of them and conflicts arise as a result. You may bring such problems to my attention if you wish to have them addressed by me. However, before you do so, please make an honest effort to contact the person you are having trouble with and have a conversation about how you can best resolve the conflict. A peer evaluation form will be used at the end and free riders will obviously have to face the consequences. I am hoping that we are old and mature enough to deal with our responsibilities and not let our respective groups down.