



## THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

BUS 302

3 credits (45 contact hours)

### GLOBAL BRAND MANAGEMENT

#### COURSE PURPOSE AND OBJECTIVES

Do you know which brands do you love and what attracts you to these brands. Do you know how to create compelling brand experiences and how to cultivate a well-loved brand? We will explore these questions in Creating Innovative Brands. The focus of the project-based class is to explore how to build innovative brands, where brand is defined as “a sensibility” or a “reputation” - departing from traditional perspectives of brand. The reality is that most brands could be making a much stronger impact than they are today – in terms of deeper purpose, social value, and greater inspiration for employees as well as customers. This class will dive into this potential by analyzing brands that excel at incorporating a strong design element into the brand – which can infect the company internally and customers externally.

The class will encompass an ecosystem of contributors. Work from leaders from the world of brand and design will be incorporated into the class to offer perspectives about the challenges and lessons along their varied paths to success. It is created for individuals interested in building your own brands and/or immersing yourself in the enhancement of a brand of your choosing. The goal is to work on a brand that is or could be well-loved (e.g., a brand that transcends practicality and makes a consumer feel gleefully satisfied, over-the-top excited, or incredibly peaceful).

The objectives of this course are:

1. Develop a framework about how to evaluate existing brands and conceive of new ones
2. Develop insight on how to use the design thinking process to generate consumer and brand

#### Course Contribution to Application of Critical Thinking

The course offers multiple opportunities for critical thinking. We examine the concepts of branding and its application to the creative industries. You are asked to critically analyse the impact brand has on business and to forecast and analyse possible business ventures within the field. The application of the theories underpinning brand and creativity are crucial in analysing and creating brand audit. \

#### COURSE DESCRIPTION

Broadly, the course is divided into four parts

1. Understanding Consumer and Brand

2. Crafting Brand
3. Measuring Brand
4. Managing Brand

However, the course is fundamentally biased toward action. Thus, although we will examine these four issues the focus in the class will be on learning, empathizing, prototyping, iterating.

The course is organized into four parts that collectively address the course objectives.

### **Part 1: Understanding Brand**

This session provides a basic understanding of branding: what a brand is, what functions brands serve, and when a branding strategy is relevant for consumers and the firm. The cases in this introductory session expose students to the underlying conceptual framework for the course in which brand meanings—resonant, unique, and well-managed over time—create brand strength, which in turn provides brand value to the firm in the form of competitive advantage, increased market share and profits, and reduced risks. The main sessions in this module focus on establishing the key foundations of a strong brand: value proposition, brand personality, brand positioning, and brand relationships – and the distinction between brand image and identity.

### **Part 2: Crafting Brand**

This session provides a conception of what is involved in the formulation of the brand asset. The most important task in designing the brand is specifying the unique and relevant meanings the brand is to capture. These meanings, which are expressed in the form of a brand positioning statement and which can be conveyed visually in a mental map, provide the foundation for the brand design task as they form the theme around which the brand experience is framed and the marketing mix aligned. This module focuses on identifying brand elements (e.g., brand names, logos, slogans, jingles, package designs, retail space) that communicate brand meaning.

### **Part 3: Measuring Brand**

Once brand meaning is decided upon, and brand elements are aligned to capture and play back these meanings, the next task is to develop strength in the brand and measure that strength over time. The cases in this module cover traditional and non-traditional tools for

measuring brand strength – both qualitative and quantitative measures (e.g., focus groups, ethnography, surveys and brand valuation).

### **Part 4: Managing Brand**

The cases in this final session focus on the challenges that confront more mature brands as they attempt to grow and stay relevant over time, and the stewardship skills and perspectives that enable sustained brand health. We explore the growth of brand equity through extensions and strategic alliances between brands. We also examine the design of brand portfolios to maximize equity for the firm, and investigate repositioning and revitalization strategies. Collectively, the cases in the session help to convey the complexity and significance of the long-term task of brand development.

## **COURSE MATERIAL**

Textbook

There is no textbook. The course will be based on several chapters from numerous books, academic articles and other sources of material.

### **Compulsory and Supplementary Readings**

Chapter	Compulsory (C) or Optional (O)
E reading handout: Hilary Collins	C
Keller: Strategic Brand Management,	O
Aaker: Managing Brand Equity, Building Strong Brands and Brand Leadership (with Erich Joachimsthaler),	O
Lehmann and Winer : Product Management,	O
Kapferer: Strategic Brand Management.	O
Davis: Brand Asset Management,	O

### **ASSESSMENT**

Assessment will be split between group-based work and individual work.

• Group based work: Brand audit	40%
• Individual work: 2 time constrained assignments	40%
• In course contribution	40%
TOTAL	100%

### **INDIVIDUAL ASSIGNMENT**

Three one page write up individual assignments to turn in.

You may choose to do this assignment on any brand of your choosing, including the brand you are working on for the group brand audit project. Although these assignments are to be completed individually, I suggest you confer with your team so as to optimize the chance that your efforts will benefit the final project. You may choose to integrate your insights into your final brand project. As such, I would encourage each member of the group to choose a different assignment to do; after your individual assignment is graded, you may share your work. the implications you drew from your in-depth interview. Make the implications as concrete as possible. (Note if you select a start-up brand, you can do this exercise with a competitive brand - which can also reveal significant insights for your new brand).

#### **Title: Extreme User Deep Dive**

Do an in-depth in-context observation with an extreme user of your brand and create a profile for them. There are three goals to this ‘empathy’ assignment:

- (1) To understand the extreme user deeply (to truly know this person is different from knowing about this person),
- (2) To understand the nature (potential or existing) of the relationship with the brand, and finally
- (3) To hone your ability to distinguish between words and actions, and understand the implications of that discrepancy for your consumer and brand. When choosing an extreme user of your brand, go for the extremes. The key is finding people who are passionate and are excited to talk about the brand. On one end, you might find a user who is so passionate about the brand that they would happily tattoo the name of the brand on their forearm. On the other end, you might find a user who hates the brand so much that they have set up an internet smear campaign.

This is an in context qualitative data gathering mission. Ask your interviewee politely if you can visit them in their habitat (home, work etc.) where you can observe them in action. When on site, pay particular attention to what they say vs. what they do, and how they act. Do not be afraid to ask them to show you what they do. Prepare a one-page summary describing the most surprising insight you discovered, and the implications you drew from your in-depth interview. Make the implications as concrete as possible. (Note if you select a start-up brand, you can do this exercise with a competitive brand - which can also reveal significant insights for your new brand).

### **Title: Brand Voice**

Very few companies have a brand whose look, tone and sensibility is consistent across consumer touch points (e.g., websites, customer interactions, packaging, advertising, etc.). One reason is that there is no common document which outlines the name, logo, slogan, brand personality and visual style for the brand, along with the rationale for each (and if it exists, it is not always distributed to every individual in the company). Design a one-page Brand Voice Guideline for a brand of your choosing. The Intel Voice Guidelines: The Written Expression of the Brand document is a good reference but much longer than what you need here. Focus your effort on clarifying the brand qualities conveyed by the name, logo, slogan, brand personality and visual style. Also consult the Crafting Brand notes in the appendix of this syllabus, especially if you are creating a new start-up brand.

### **Title: Image/ Identity Gap Measurement**

To manage a brand effectively, you must be constantly in touch with what the consumer thinks about your brand and what you think of your brand. It helps to have some language to pull these constructs apart: Brand image is defined as the set of (actual) associations the consumer has with a brand; Brand identity is defined as the set of (aspirational) associations the company would like to have of its brand. Perform an image-identity gap analysis by measuring your brands' associations from the two perspectives (company and consumer). Start with a survey to collect quantitative data from at least 5-10 employees internally and 5-10 consumers externally. Consider first simply asking the qualitative question: "What are the top five words that come to mind when you think of brand X?" Next, include quantitative measures by providing a list of brand traits to your subjects, and asking them "to what degree do the following traits describe brand X" (1 = not at all descriptive, 7 = very descriptive). (You may ultimately decide to use the scale in the Brand Personality Scale in this syllabus appendix. Please also measure brand preference ("How much do you like brand X" 1 = not at all; 7 = very much) and brand usage ("Do you use this brand X" 1 = never; 7 = frequently) for both groups. These additional data points can be used to reveal deeper insights if you so choose (e.g., possible regressions). Note this assignment sounds more challenging than the above, but it is not. Further, it is consistently revealing. In one page, visually describe your results (e.g., mind map), report the results of the analysis you ran, and generate one management recommendation based on the results of your analysis.

## **GROUP ASSIGNMENT: BRAND AUDIT**

Form a team to perform a mini brand audit on a brand of your choosing (4-6 persons is fine).

### **What**

- (1) A brand audit
- (2) A five-minute visual presentation

### **Advise.**

**Team:** Take some time to put together a team that will work well together in terms of schedules, workplaces and different skills. Ideally you will (a) all share a passionate interest in the brand, and (b) have one member of the team with access to the brand so that you can get a briefing on the firm's situation from someone in a position of responsibility (and perhaps access to their data).

**Brand:** Choose a company with a brand that (a) your team is excited (or at minimum happy) about and (b) you can get information on - through external or internal sources (since the deeper you get into the company, the more insightful and meaningful your results will be). A startup that has not yet introduced a product is also fine, so long as the product definition is sufficiently developed to allow for the design of the brand audit. Feel free to pick a product (e.g. non-profit or profit), service (e.g. consumer, technology) or person (e.g. CEO, celebrity).

### **Part 1**

#### **Brand Audit**

This brand audit will concisely capture your collective recommendations for the brand you have chosen. The goal is not to be comprehensive, but rather to encourage teams to focus on linking your insights to actionable ideas.

### **Part 2**

#### **5-minute visual presentation**

Each team will have 5 minutes and no more to present a visual depiction of your story and your call to action – an implicit request made to the audience. Think about how you will be able to leverage this presentation– making not only the content sticky, but the manner and mode in which it is presented persistent and spreadable.

## GRADING

<b>Classification</b>	<b>Outstanding</b>	<b>Very good</b>	<b>Acceptable</b>	<b>Not acceptable</b>
(Range)	(4)	(3)	(2)	(1)
<b>1° criteria (20%)</b> Understanding the concepts	High level of reflective learning  Advanced knowledge of subject area	High level of reflective learning  Good knowledge of subject area	Achieves reflective learning  Shows understanding of most of the issues relating to the subject	Fails to achieve reflective learning  A major problem in one or more significant areas: literature, methodology etc.
<b>2° criteria (30%)</b> Capability to apply theory to empirical evidence	Critically reflects on established literature and theory	Uses a range of texts not just text books and including refereed journals	Uses texts and some journals	Lack of intensive reading  Fails to extend beyond concepts and readings already taught and examined elsewhere on the program
<b>3° criteria (20%)</b> Capability of researching autonomously	Evidence of extensive or intensive and appropriate data collection and analysis Well researched	Evidence of appropriate data collection and analysis	Evidence of appropriate data collection and analysis but these are both basic	No evidence of appropriate data collection and analysis: poorly designed and superficial analysis
<b>4° Creativity (30%)</b> Capability of creating well written arguments and giving new insights from research and literature	Well written and argued in a compelling manner  Extensive research-level references  New insights emerging from the author's reading research or experiences.	Logically structured and argued  Demonstrates learning from the project.	Both the arguments developed in the project and the writing style are basic and somewhat incomplete in places	Argument is incoherent and inconsistent.

Two tips:

**On Story:** Focus on taking the results of your brand audit, your insights and your recommendations and communicating them in the form of a compelling story to drive your audience to act. You may choose to present your qualitative / quantitative data, but it is more likely to take a backstage because your focus will be on the story and your intended reaction/call to action.

**On Call to Action:** Because you will likely post this presentation somewhere (e.g., YouTube, Vimeo, Slideshare), pay attention to what your final “call to action” is – what do you want the audience (e.g., CEO of your favorite company, a potential boss, your friends, family – the world) to think, feel or do after they watch it.

As background, a full brand audit has three parts:

- (1) **Brand inventory:** A summary of a firm’s marketing program allowing you to assess its sources of brand equity.
- (2) **Brand exploratory:** Results of empirical research that reveal insights on how to improve and leverage the brand’s equity. Conduct a minimum of two one-on-one interviews, or one 6-8 person focus group, or one survey. This section must include one piece of empirical work, ideally two – complementing qualitative work with quantitative work. Identify brand associations, brand relationships, sources of equity, etc. How is this brand perceived to your informants? Results should be presented creatively.
- (3) **Recommendations:** A set of recommendations that you would suggest for the brand, one of which you should adopt and use as the basis of your 5-minute brand presentation.