MKTG 473
Strategic Brand Management
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Course Objective
The brand is a powerful tool for creating lasting value for companies and customers. Even so, brands face the continuing challenge of finding the right balance between underleveraging (failing to monetize brand assets via extension or licensing) versus overleveraging (too much extension and licensing can dilute the meaning of the brand). The key output of strategic branding is the brand image, a set of associations stored in the memory of customers in the marketplace. The course begins with a conceptualization of brand image on a psychological basis, and then elaborates the strategy, tactics and governance that can create and sustain powerful and meaningful brand images. Students will learn how to conceptualize, design, and measure brand image, and through case studies will gain experience in making strategic and tactical decisions in managing brands. The course uses a combination of lectures, cases, and exercises. Students will gain competency in concepts that can be used in careers in brand management, but also used in other business functions that require interface with brands.

Bio
Neal Roese is the John L. and Helen Kellogg Professor of Marketing at the Kellogg School of Management at Northwestern University and is jointly appointed as Professor of Psychology at Northwestern University. Trained as a social psychologist, his research examines basic cognitive processes underlying choice, focusing on how people think about decision options, make predictions about the future, and revise understandings of the past. In addition to his duties at Kellogg, he consults on legal cases and startup businesses. Professor Roese received his Ph.D. in social psychology from the University of Western Ontario (Canada) and was an undergraduate at the University of British Columbia (Canada).
Course Structure

I. Brand Image
   Brand image – conceptualization and measurement (Class 1a)
   Brand image and marketing strategy (Class 1b)
   Case analysis: Lay's (Class 2a)

II. Brand Strategy
   Brand strategy (Class 2b)
   Case analysis: New Coke (Class 3a)
   Case analysis: Jazz at Lincoln Center (Class 3b)

III. Brand Design
   Brand design; Zopa case exercise (Class 4a)
   Case analysis: Puma (Class 4b)
   Case analysis: Miele (Class 5a)

IV. Growing the Brand
   Brand architecture (Class 5b)
   Case analysis: Diesel (Class 6a)
   Case analysis: Whole Foods (Class 6b)
   Brand dynamics (Class 7a)
   Case analysis: Harley Davidson (Class 7b)

V. Leading the Brand
   Case analysis: The global brand face-off (Class 8a)
   Managing the brand in the digital age (Class 8b)
   Case analysis: Beleza Naturals (Class 9a)
   Legal protection of brand assets (Class 9b)
   Case analysis: L’Oreal (Class 10a)
   Course Wrap-up (Class 10b)
## Course Schedule and Assignment Due Dates

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<tr>
<th>Class</th>
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<td>8b</td>
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<td>Managing the brand in the digital age</td>
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<td>Course Wrap-up</td>
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*Saturday (part-time) students must complete the entire week’s readings and assignments prior to class (see readings and assignments for both class a and class b) prior to class.*
WEEK ONE

Class 1a: Brand image – conceptualization and measurement

Objectives:
- To position the brand image as the key psychological deliverable of a company’s branding activity.
- To gain familiarity with methods of measuring brand image.
- To introduce the course framework.
- To provide an overview of the course topics and requirements.

Readings:
- None

Assignment due:
- Bring laptop or tablet to class (for use in online exercise)

Class 1b: Brand image as component of marketing strategy

Objectives:
- To gain experience diagnosing a brand image problem.
- To situate brand image as output of marketing strategy.
- To review key concepts on marketing strategy from MKTG 430 (core course).

Readings:
- None

Assignment due:
- None
WEEK TWO

Class 2a: Case analysis - Lay’s

Objectives:
- To situate brand image as key aspect of tracking impact of promotion and advertising activities.
- To connect brand image to framework for key brand performance indicators.

Readings:
- Chernev (2015) Strategic brand management, chapters 1, 2, and 8
- Impression formation basics (Canvas)

Assignment due:
- None

Class 2b: Brand strategy

Objectives:
- To understand brand strategy in relation to marketing strategy.
- To explore the essentials of value proposition and value exchange.
- To understand the psychological bases of the value proposition.

Readings:
- Chernev (2015) Strategic brand management, chapter 3
- What becomes an icon most? (coursepack)

Assignment due:
- Watch Simon Sinek’s TED talk “Start with Why”: https://www.youtube.com/watch?v=u4ZoJKF_VuA
WEEK THREE

Class 3a: Case analysis - New Coke
Objectives:
- To introduce a systematic approach to diagnosing marketing failure.
- To understand the scope of marketing activity that creates an outstanding brand.
Readings:
- New Coke case (coursepack)
Assignment due:
- Case questions (Canvas)

Class 3b: Case analysis - Jazz at Lincoln Center
Objectives:
- To explore issues in strategic branding decisions in the non-profit space.
- To consider the interplay between societal forces and branding decisions.
Readings:
- Jazz at Lincoln center case (video case online, coursepack)
- Eight building blocks of non-profit brands (coursepack)
Assignment due:
- Watch the film: La La Land
- Case questions (Canvas)
Class 4a: Brand design

Objectives:
- To understand the fundamental principles of brand design.
- To connect brand design elements to the creation of brand image.
- To gain experience designing brands using a systematic framework.

Readings:
- Chernev (2015) Strategic brand management, chapter 4
- Zopa case

Assignment due:
- View pre-class video lecture
- Case questions (Canvas)

Class 4b: Case analysis - Puma

Objectives:
- To gain experience in evaluating brand design.
- To understand connections between brand strategy and brand design.

Readings:
- Puma case (coursepack)

Assignment due:
- Case questions (Canvas)
WEEK FIVE

Class 5a: Case analysis - Miele

Objectives:
- To gain experience in evaluating brand design.
- To consider the role of storytelling in brand design.

Readings:
- Miele case (coursepack)

Assignment due:
- Case writeup 1 (Canvas)

Class 5b: Brand architecture

Objectives:
- To broaden the conception of brand strategy to include multiple brands.
- To understand types of brand portfolios along with respective trade-offs.

Readings:
- Chernev (2015) Strategic brand management, chapter 5
- Kill a brand, keep a customer (coursepack)

Assignment due:
- None
WEEK SIX

Class 6a: Case analysis - Diesel

Objectives:
- To gain experience working with tradeoffs in brand architecture choices.
- To gain experience in evaluating strategic brand portfolio decisions.

Readings:
- Diesel case (coursepack)

Assignment due:
- Case writeup 2 (Canvas)

Class 6b: Case analysis - Whole Foods

Objectives:
- To understand objectives and execution of a brand audit.
- To apply course learnings to a “live” case.

Readings:
- None

Assignment due:
- Brand audit (Canvas)
WEEK SEVEN

Class 7a: Brand dynamics

Objectives:
- To understand interplay of reasons why a brand should versus should not change over time.
- To recognize the trade-offs in the various ways to extend the brand.
- To gain experience in using a systematic approach to evaluating brand extension options.

Readings:
- Chernev (2015) Strategic brand management, chapter 6

Assignment due:
- None

Class 7b: Case analysis - Harley-Davidson

Objectives:
- To appreciate the challenges of managing a powerful brand.
- To consider brand architecture decisions with respect to a powerful brand.
- To understand managerial issues in regard to brand community.

Readings:
- Harley-Davidson case (coursepack)
- Getting brand communities right (coursepack).

Assignment due:
- Case questions (Canvas)
WEEK EIGHT

Class 8a: Case analysis - The global brand face-off

Objectives:
- To elaborate a framework for leading the brand.
- To consider the challenges of managing brands over both short and long-term time horizons.

Readings:
- The global brand face-off case (coursepack).
- Chernev (2015) Strategic brand management, chapter 9

Assignment due:
- None.

Class 8b: Managing the brand in the digital age

Objectives:
- To recognize the evolving challenges in managing a brand in the age of social media.
- To articulate a set of governance principles for social media management.
- To understand the key brand performance indicators available through social media.

Readings:
- Branding in the age of social media (coursepack)

Assignment due:
- None.
WEEK NINE

Class 9a: Case analysis - Beleza Naturals

Objectives:
- To apply the framework for leading the brand to provide insight into managing an energetic young brand.

Readings:
- Beleza Naturals case (coursepack)

Assignment due:
- Case questions (Canvas)

Class 9b: Legal protection of brand assets

Objectives:
- To gain an appreciation for intellectual property and its legal implications.
- To differentiate types and functions of the various kinds of legal protections for intellectual property.
- To know when and why to work with a legal team in the context of brand management.
- To gain further experience in applying the course framework to a startup brand.

Readings:
- Chernev (2015) Strategic brand management, chapter 11

Assignment due:
- None.
Class 10a: Case analysis - L’Oreal in China

Objectives:
- To apply concepts developed throughout the course to a complex branding challenge.

Readings:
- L’Oreal case (coursepack)

Assignment due:
- Case writeup 3 (Canvas)

Class 10b: Course wrap-up

Objectives:
- To review the entire course content.

Readings:
- None

Assignment due:
- None
Course readings and materials
Readings in this course consist of a mixture of cases, articles, and textbook.
- Cases and articles: coursepack
- Lecture notes (on Canvas)
  The syllabus, additional course material, and lecture notes are posted right on the course homepage in Canvas. All material is organized by the class number it belongs to. Lecture notes will be posted on Canvas on the day of the lecture.

Final grade calculation
- Attendance (individual) 10%
- Participation (individual) 10%
- Case questions (team) 10%
- Case writeup 1 (team) 15%
- Case writeup 2 (team) 15%
- Case writeup 3 (individual) 20%
- Brand audit (team) 20%

Grading policy
All grading uses the following scale:
4 – Strong pass (clear, concise thinking, expertly argued)
3 – Pass (solid thinking; most assignments will receive this grade)
2 – Weak Pass (reasonable thinking but with notable deficiency)
0 – Fail (major deficiency or assignment not turned in)

Requests for re-grading an assignment must be accompanied by a written explanation that justifies the request. This request must be provided no later than a week following the date at which the grade was reported to the student. A re-grade may result in no change (most common), an increase, or a decrease in points awarded.

Class participation
Quality contributions that are relevant to the discussion will improve your participation grade.
There will be cold calling. Your participation grade will be significantly hurt if you are called upon to offer your analysis on a case or assignment question and you are not prepared.

Attendance and punctuality
Learning to articulate your analysis and to evaluate and respond to the analysis of others is an important part of what you will learn in this class. If you miss class, you will miss this, and there isn’t a way to make it up. As a result, you should make every effort not to miss class. Missing class reduces your attendance grade. (Kellogg provides exceptions for religious holidays, funeral attendance, and student/dependent hospitalization.) If you must miss class, you should a) notify the professor, b) do the readings, and c) turn in the assignments on time (late assignments will not be accepted). If you miss >4 classes (90 min length) or >2 classes (3 hr length), the professor reserves the right to fail you.
Individual and group exercises

Much of the learning during the course will happen with the help of individual and group case exercises. These exercises are described in detail in the syllabus. If an exercise is labeled an “individual exercise” you are not allowed to work with other students -- the write-up should reflect your own work only. If an exercise is labeled a “group exercise” you should work on it in groups and only hand in one write-up per group.

Students are assigned to groups in week 2 and remain constant for all group assignments.

It will be a violation of academic integrity if you base your assignments on solutions you have found on the Internet or which you have obtained from classmates in prior years. I reserve the right to fail you for the course if I become aware of such a violation.

Classroom Etiquette

Students are expected to respect Kellogg’s Code of Student Etiquette at all times. In addition, please observe the following:

- No electronics. You may not use laptops, or mobile phones in class unless directed to do so. It is distracting to your classmates to sit beside or behind you while you surf, text, or game.
- Punctuality. Class will start on time. It is distracting to your classmates for you to be climbing to your seat and settling in while they are trying to pay attention to the class. Further, it is expected that you will remain in your seat for the duration of the class: No coming and going except in case of health emergency. If you are absent or late more than twice, it will reduce your class participation grade.
- Seating chart. Your assigned seat for the quarter will be the seat you choose for the third class session. I use assigned seats to help me keep track of class discussion, so be sure to sit in the same seat through the quarter.

Kellogg Honor code

Students are expected to respect Kellogg’s Honor Code at all times.

The first point of the Kellogg Honor Code is “Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements.” The consequences of cheating can be failing an assignment or the course, or suspension or dismissal from the university.

Written case assignments are expected to be individual efforts or group assignments, as specified in the syllabus. Individuals or groups should not consult the Internet, friends at other business schools, or people who have taken the course already.

The members of any academic community are expected not to present as their own ideas or material from other sources. Northwestern’s academic integrity guidelines state: “A conscientious writer always distinguishes clearly between what has been learned from others and what he or she is personally contributing to the reader’s understanding.” See http://www.northwestern.edu/uacc/plagiar.html for more information.

In the context of this course, it is acceptable to refer to concepts, frameworks, and analytical tools from the readings or class lectures without citation. You may also refer to the material in cases without citations. However, do not quote or paraphrase analysis from another source and present it as your own.