Fall 2017

MKTG-UB.0055.01 Brand Strategy & Planning

Monday & Wednesday 3:30- 4:45 pm

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Office Hours: Monday 2:00-3:00 pm or by appointment; Office: T-913

Course Overview:

This marketing elective focuses on planning the brand strategy to choose, provide and communicate the brand value. Broadly, the course has five main themes:

1) Understanding the Consumers & Competitors and the Brand;
2) Crafting the Brand;
3) Measuring the Brand;
4) Managing the Brand
5) Programming of the Brand Strategy and Implementation & Planning of the Branding Programs.

The course takes a customer-centric approach to branding. Questions such as how brands can create differentiated brand experiences, engage and/or inspire their customers will be explored.

The course framework is centered around the three major activities common to brand management & planning process across firms and industries to build and manage brand value: (1) analysis of market information, (2) development of brand strategy, (3) programming of the strategy and implementation of the brand programs.

Course Objectives:

The main objectives of this course are to:

1) provide an appreciation of the role of brands in consumers' daily experiences and choices, firms' strategies and values and creating high-value added economies;
2) introduce the core principles underlying a customer-centric approach to brand strategy;
3) enhance students' ability to think creatively and critically about brand strategy and programs to create, manage and leverage strong brands;

4) broaden the application of brand principles to multiple domains (places, political figures, even oneself in the context of building and communicating one's own personal and professional reputation.

Required Course Materials:

A course reader with *Cases*.

Supplemental Reading:

There are additional resources available to supplement the course readings. Good reference books on branding include Keller's *Strategic Brand Management*, Aaker's *Managing Brand Equity* & *Building Strong Brands* and Kapferer's *The New Strategic Brand Management*. None are required.

For current information on brands, the Wall Street Journal, Business Week, the Economist, Fortune, Forbes often publish articles that deal with brand and branding issues. I would encourage you to read such articles.

Course Format:

The course uses a combination of lectures and cases. We will also have few guest speakers.

Lectures

Lectures will be used to introduce new concepts, frameworks and tools that are important for conducting a thorough marketing analysis and developing branding strategy and programs. The lectures will complement the text and will not attempt to cover all points raised in the reading. These lectures will be interactive rather than simply a monologue.

Cases

Case discussions are a critical component of the learning process for this course. Students should be prepared for case discussions whether or not it is a written assignment. You will be evaluated on both the quantity *and* quality of your participation. In addition, students can be expected to be "cold called" during a discussion.

The case method is one of the most effective means of sharpening your decision-making abilities, requiring you to be an active participant in a marketing strategy decision. The assigned cases are intended to give you practice in assembling data to support a decision. Further, the case method provides a vehicle by which you can apply the theories, concepts, and analytical devices discussed in class or in the book. Finally, the discussion forum provides an opportunity to argue your position and to learn from others by listening to their comments and criticisms.

In selecting case materials, I have tried to choose cases which fit the pedagogical objectives of the course and which are also (hopefully) interesting to participants. Some of the cases may appear to be far-removed from problems pertinent to your work or consumer experience, but in general, the lessons to be learned from the cases are universally relevant and transcend particular situations.

During case discussions each person should be prepared to share his or her individual views with the class. In these sessions, the instructor will act to facilitate discussion, **not to provide recommendations for a particular course of action**. The direction and quality of the discussion is the collective responsibility of the group, not the sole responsibility of the instructor.

It should be emphasized that the case method of learning does not provide an answer to the problem being addressed. In most case discussions, several viable "answers" will be developed and supported by various participants within the total group. It is usually the case that a single "best" course of action is not obvious at the time the decision has to be made; if that situation was common, business decision-making would be easier than it is! At the same time, some courses of action are better supported by the case facts than others. In addition, while what actually happened is sometimes known, in no way should this be interpreted as the correct or incorrect solution. What is important is to develop a framework that will lead you to recognize the best options available.

Some students have found the following process helpful as a guide to case preparation:

1. Skim through the case to understand the basic setting and framework. This will help you to assimilate the facts of the case when you read it.
2. Review all tables and figures.
3. Read the case study questions provided in the detailed outline at the end of this syllabus. Use these questions as a guide to some of the key issues in the case. Remember, it's still up to you to decide what is important based on the evidence in each case.
4. Now read the case and begin to analyze it qualitatively and quantitatively. What are the key issues? What do you recommend? What alternatives did you consider? Why did you select your preferred course of action?
5. Now with a reasonably good understanding of the situation, you should reread the case to incorporate important details that will impact your analysis.
   In preparing the cases, don't look for a single answer. Each case will raise a number of issues that need to be evaluated. A good recommendation is one that is based on solid analysis and considers ***multiple*** courses of action.

   Preparation questions for case discussions in class are provided in Appendix A.

Course Requirements:

Class Participation

You must be prepared to discuss all assigned readings and cases and be cold-called. Your comments should reflect a depth of understanding indicative of thorough analysis. You should be prepared to articulate and defend your position when called on to do so. *Active participation of all students is required but quality and frequency of comments is more important than duration of each comment*. The ability to speak comfortably to a group is a vital business skill. If you are anxious about public speaking, the only way to get better is to practice. The best way to reduce your anxiety is to be thoroughly prepared.

Class discussion should encourage the free and open exchange of ideas. If you want to challenge what I, or another student, have said, do so. *Constructive criticism is always welcome and is an important part of the Stern experience.* Do not be upset if something you say is challenged - we learn most when we have to defend our positions.

However, putting down legitimate comments (those not intended to be humorous) is not acceptable. Everyone's input, if not repetitious, must be considered valuable and encouraged. Feel free to question or disagree with other students, however, such disagreement must be based on the idea and not the person. Respect for your fellow students is the *sine qua non* of great discussions and great learning experiences.

It is important for your classmates, and me, to know who you are. Please help out by using your desk name card during every class session. In addition, we will have assigned seats and use a seating chart. Please come into the third class session with an eye towards choosing a seat that you will comfortable in for the duration of the course.

At the end of the semester, the teaching fellow working with your section and I will consider the following elements in evaluating your classroom contributions:

1. Are you a good listener?
2. Do you contribute to the learning environment by sharing your relevant business experiences and those you read about?
3. Do your comments show evidence of thorough analysis?
4. Do you ask constructive questions of other students that help to deepen everyone's understanding?
5. Do you distinguish between different kinds of data (i.e., facts and opinions)?
6. Are you willing to share ideas and information in a collegial fashion?
7. Are you willing to test new ideas, or are all comments "safe" (e.g., a repetition of the case facts without new insights)?
8. Are you willing to interact with other class members to help refine ideas?
9. Do your comments build on earlier comments to advance the discussion or are you merely repeating earlier comments or raising points that do not fit into the current discussion?
10. Do your comments incorporate concepts presented in lectures, readings and earlier cases?
11. Do you make your points succinctly?

Case Write-ups

There will be three case write-ups. Questions are based on the following cases that we will cover in the class: Omnitel, Burberry and Biopure. Questions for these assignments, as well as for all cases, can be found in the Appendix of this syllabus. These write-ups can be done individually or in pairs and they should not exceed four pages. Up to three pages of supporting material (tables, figures, graphs) may be attached. This material should be referenced in the text of the write-up. Professional quality writing and presentation are expected. **Write-ups must be double-spaced, in 12-point font with 1" margins.**

Your answers and recommendations should be based on quantitative and qualitative analysis of case data. Your analysis should anticipate potential objections to your recommendations and illustrate its superiority over other alternatives. It should be analytic and deliberative in tone. The most persuasive documents are the ones that debate more than advocate. After all, if you do not look at all alternatives, how do you know that you have chosen the best one? In answering the case questions, do not describe the case, but focus on the following three factors: 1) careful analysis of the situation, 2) description of your decisions or recommendations; 3) supporting logic and analyses. Assignments will be described in more detail as we get closer to the due date. Note that these assignments require data analysis as well as creativity/judgment.

The assignments are due in class on the date the case is discussed. Students are not only permitted to discuss the case with other members of the class, they are encouraged to do so.

The Brand Strategy & Plan Project

This project involves selecting a real brand and discussing in depth
1) its sources of brand identity and equity, as well as the brand's current core strategy and programs (4Ps).
2) its SWOT (strengths, weaknesses, opportunities and threats);
3) its targeted customers and competitors
4) recommendations for brand strategy and programs (4Ps) to sustain, enhance and -if appropriate- leverage the brand

The brand project should not exceed 20 double-spaced pages. Supporting material can put in appendices.

You will also make a PowerPoint presentation about your main insights from your brand project. The presentation time will be about 10 minutes.

Personal Brand Identity-Image-Position Write-up:
Personal Brand Identity-Image Gap Analysis & Personal Brand Positioning Statement

Brand identity is the set of associations the company, place, person aspires to have for its brand. *Brand image* is the set of actual associations consumers (and target groups) have with the brand. Brand position is the part of (core) brand identity that the brand actively communicates to target consumers & groups. The brand *positioning statement* explicitly spells out what the brand does (i.e., value it provides) for the target groups (target summary) from the target groups' point of view relative to competitive alternatives.

These concepts are equally useful in assessing and managing your personal brand. To conduct an image-identity gap analysis, please do the following:

a. Assess your identity (how you see yourself) by writing down: What are the first 5 words that you associate with yourself?
b. What are your three strengths or competencies? What are your three weaknesses or incompetences?
c. What are the 3 (positive) things that you think you are not.

2. Assess your personal image (that is, how others see you) by asking 10 people-family, friends, classmates, colleagues:
   a. What are the first 5 words they you associate with?
   b. What are the 3 (positive) things that they think you are not.

3. Visually capture your brand image by creating a word cloud (if you wish you can use a web site like www.wordle.net) to capture what others associate you with?
4. Analyze your findings to answer the following two questions:
   a. Are there any discrepancies how you see yourself and others see you?
   b. Would it ever be important to address such gaps? If yes, what steps can you take to close the gap?

5. Choose one target group (potential employer, your family, classmates or a romantic interest): what are your points of parity (competitive advantage)?

6. Based on this analysis, draft a positioning statement for your chosen target group. The statement should capture your unique core identity & essence.

Positioning Statement Template:

Your brand (name)_____(product/person/place)
Is_____(unique and most important claim/value)
Among all_____(competitive set)
For_____(target audience/group)
Because_____(concrete support)

Grading and Due Dates of Assignments:

Brand Strategy & Plan (team project)		Due date
Presentation	10 %	12/4-6
Written Report	30 %	12/13
Case Write-ups (individually or in pairs)		
#1 Omnitel	10 %	9/25
#2 Burberry	10 %	10/30
#3 Biopure	10 %	11/13
Personal Brand Identity-Image-Position Write-up (individually)	10 %	10/11
Class Participation	20 %	

Other Administrative Details:

1. You should attend all class sessions and complete all assigned readings before each class. You should minimize disturbances during class, i.e., talking, arriving late, leaving early, etc.
2. Students are expected to adhere to the Stern School's Honor Code, *"I will not lie, cheat or steal to gain an academic advantage, or tolerate those who do."*
3. No extra credit will be given in this course. Please see me right away if you are concerned about your performance in the class.
4. Deviations from the syllabus may be necessary.
5. Out of respect for the other students in your class, it is important for you to focus your full attention on the class, for the entire class period. Most students observe proper decorum, but it takes only one person's behavior to distract the entire class. Students have complained to the school about others who act in a distracting manner. Please adhere to the following rules:
    - Arrive to class on time.
    - Once you have arrived, you should leave the classroom only if absolutely necessary. Leaving to make or take phone calls, to meet with classmates, or to go to an interview, is not considered appropriate behavior.
    - If you know in advance that you will miss a class, please let the teaching fellow know in advance.
    - Laptops act as a powerful distraction. Use of laptops for non-class purposes during class time has been a particular source of student complaints at Stern. Therefore the Stern School administration has established the default policy of not allowing laptops in class.
    - Turn off your cell phone and any other communications device.

CLASS SCHEDULE

9/6 Introduction to the Course: Branding & Brand Strategy and Planning Fundamentals

Understanding the Brand

9/11 Case: Product Team Cialis: Getting Ready to Market

9/13 Understanding the Brand Value: Brand Equity Frameworks I

9/18 Understanding the Brand: Brand Equity Frameworks II

Creating & Crafting & Measuring the Brand

9/20 Creating and Measuring Brand Value:
Analysis of Market Information to understand the Customers and Competitors I

9/25 **Case: Omnitel Pronto Italia**
Case Write-up 1 due

9/27 Creating and Measuring Brand Value:
Analysis of Market Information to understand the Customers and Competitors II

10/2 Crafting the Brand: Creating Differentiated Brand Value Propositions for Targeted Segments

10/4 Case: Red Lobster

10/9 No class

10/11 Guest Speaker I: Maria Tazi, Prophet
Personal Brand Image-Identity-Position Write-up due

10/16 Case: Land Rover

Managing the Brand

10/18 Managing the Brand

10/23 Case: Swiss Army

10/25 Guest Speaker: Brand Repositioning in Arts & Entertainment
Naomi Grabel, Marketing Director, Carnegie Hall

10/30 Luxury Branding
Case: Burberry
Case Write-up 2 due

Programming of the Brand Strategy and Implementation of the Branding Programs

11/1 Pricing to Capture Brand Value

11/6 Communicating Brand Value

11/8 Managing Integrated Brand Communications
Case: Cunard Line Ltd.

11/13 **Case: Biopure**
Case Write-up 3 due

11/15 Case: Dove

11/20 Guest Speaker: Managing On-Line Communications to Manage Brand Equity -- Douglas Silverstein, AmEx

11/22 No class (Thanksgiving)

11/27 Distribution Strategy to deliver the Brand Value
Case: HP

11/29 Putting it all together
Case: Longchamp

12/4 Brand Project Presentations

12/6 Brand Project Presentations

12/11 Global Branding

12/13 Course Summary
**** Brand Strategy & Plan Projects are due****

Appendix

Case Discussion Questions

Product Team Cialis: Getting ready to Market (9-505-038)

1. Why are the most relevant dimensions along which to segment the patient market for ED treatment? Of the segments identified, which would you target initially with Cialis?
2. What is Viagra's positioning in the marketplace in 2002? How would you characterize the Viagra brand?
3. What would be the most effective way to position Cialis in the marketplace?
4. What marketing mix activities should accompany the launch of Cialis?
    a. What would be the most important messages to communicate to the target patients? To physicians? To partners?
    b. What medium would you use to reach each of these parties and what would your relative resource allocation be to each?
    c. How would you price Cialis? (assuming no health care coverage). What type of promotions would you offer?
5. What competitive response do you anticipate from Pfizer? From Bayer-GlaxoSmithKline?

Omnitel Pronto Italia (9-501-002) --WRIITEN CASE WRITE-UP

1. What was Omnitel's competitive advantage when the service was launched in December 1995?
2. Why did the launch not perform expectations?
3. What are the economics of LIBERO?
4. Why is the churn rate so high for many European countries?
5. Do you expect the churn rate to increase or decrease with the launch of LIBERO?
6. What do you learn from consumer research (see Exhibits 5 to 8)?
7. Will LIBERO lead to a price war? If yes, what would OMNITEL do to avoid one?
8. If you were Fabrizio Bona, what changes would you make to LIBERO and why?

Land Rover North America Inc. (9-596-036)

1. Describe the brand associations for
    a. Land Rover Umbrella Brand
    b. Range Rover Sub-Brand
    c. Land Rover Defender Sub-Brand
    d. Land Rover Discovery Sub-Brand
    e. What is the equity of the Land Rover umbrella brand?
2. Consumer behavior & segmentation & targeting:
    a. Why do people buy SUVs?

b. Who is the typical SUV target consumer?

3. Differentiation & Positioning:
   a. What are the differences among competitive SUV offerings?
   b. What positioning strategy would you recommend for Land Rover Discovery?

Red Lobster (9-511-052)

1. What was Red Lobster's historical targeting and positioning before 2004? Create a positioning statement for Red Lobster prior to 2004.
2. How was the brand repositioned in 2004? Create a positioning statement for Red Lobster to reflect Lopdrup's repositioning.
3. How did Lopdrup implement the repositioning strategy, that is, what were the elements in Lopdrup's repositioning plan (4Ps)? Which were most effective?
4. Compute restaurant profitability under the following scenario: The mix of patrons shift with the restaurants gaining 2000 new unique Experiential customers, but losing 1000 Indulgent customers and 1000 Frugal customers.
5. Should Lopdrup make Experiential the main target segments and modify Red Lobster's positioning accordingly? If so, what should be the modified positioning statement and how should he change the marketing mix (that is, 4Ps)?

Burberry (9-504-048)—WRITTEN CASE WRITE-UP

1. Assess Burberry's brand equity pre-Bravo. What is Burberry's brand image and brand positon pre-Bravo? Compare Burberry's pre-Bravo market position relative that of its competitors, including Polo, Coach, Armani, and Gucci.
2. Bravo wants to reposition the Burberry brand. What new brand image & repositioning does Bravo want to achieve?
3. What are the components of that brand repositioning strategy? *How* is Bravo envisioning to change the brand's market position (using what specific strategies and tactics)?
4. What is the brand image & position of Burberry (Burberry's competitive position) post-Bravo? Did Bravo succeed in the repositioning strategy? More specifically, did Bravo's team manage to elevate the overall status of the Burberry brand? If so, how has it managed to accomplish this? Assess Burberry's brand equity post-Bravo.
5. How could Burberry's popularity among non-target customers affect the brand (and who are the target customers?)? How should Burberry respond to this popularity?
6. Bravo's team is currently juggling a lot of things, including multiple brands (e.g., London, Blue and Black), multiple collections (e.g., womenswear, menswear), multiple channels (e.g., wholesale, retail). What is the role of these elements in Burberry's overall business model? For example, what is the role of each of the sub-brands? What is the role of company-owned stores? What is the role of licensing?

7. Should Burberry launching Brit, the new perfume line? What are the pros and cons of launching it? Please discuss the pros and cons of what other product categories Burberry should be entering and based on that discussion suggest a brand extension strategy.

Swiss Army: Diversifying into the Fragrance Business (IVEY W14575)

1. What should Victorinox do with the newly acquired fragrance business unit?
    a. Should Victorinox really diversify into the fragrance business? Why? How?
    b. Should Victorinox use its own brand or should it adopt another brand to promote its line of fragrances?
2. How can Victorinox best compete and position its fragrance products in a market where it has no prior experience and brand awareness?

Biopure Corporation (9-598-150) – WRITTEN CASE WRITE-UP

1. How do you assess Biopure's potential in the human market? The animal market?
2. What are the biggest obstacles to success in the human market? The animal market?
3. How might Oxyglobin be a threat to Hemopure? How might be an asset?
4. Should Biopure release Oxyglobin? (How would you assess Oxyglobin's market potential?) If so, at what price? How should it be distributed?
5. If you were Andy Wright, how would you market Oxyglobin?

Dove: Evolution of a Brand (9-508-047)

1. What is Dove's brand equity?
2. What was Dove's brand positioning in 1950s? in 2007?
3. How did Unilever organize to do product category management and brand management in Unilever before 2000? What was the corresponding structure after 2000? How was brand meaning controlled before 2000 and how is controlled at the time of the case?
4. Spend a little time searching blogs, using Google Blog Search, Technorati, BlogRunner or any other blog search engines, to get a sense of what people are saying about Dove today. What does this discussion contribute to the meaning of the brand?
5. Footnote 1 of the case leads you to a blogger who asks, with reference to the age of YouTube advertising, "Is marketing now cheap, fast and out of control?" Footnote 2 refers to Dove as having started a conversation "that they don't have control of." In "When Tush comes to Dove," Seth Stevenson writes about the "risky bet Dove is making." Do you see risks for the Dove brand today?

Cunard Line, Ltd: Managing Integrated Communications (9-594-046)

1. What is the brand equity of Cunard? What is the brand equity of QE2? of other ships?
2. What should Cunard's branding strategy be? Should the emphasis be on the umbrella brand identity or the individual ships? Why?
3. Evaluate Cunard's marketing communications.
4. What are the implications of a more "sale-oriented" format with more emphasis on price for tactical advertising? Was Cunard's tactical advertising successful?
5. Which marketing communication elements do you believe should receive greater/lesser emphasis by Cunard? Why? Specifically, what about the role of direct marketing?

Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction (9-593-080)

1. What does HP brand stand for in this market? In general?
2. What factors are affecting competition, product development and marketing requirements in the ultrasound imaging market?
3. Should HP enter the low-end segment of this business? What is the role of this product in MPG's product portfolio?
4. How should the Sonos 100 CF be distributed: through ISY's direct sales force or through manufacturers' reps? What are the economic and organizational implications of your decision?

Longchamp (9-316-086)

1. Why has Le Pliage been so successful? To what do you attribute its popularity and longevity? What is the role of the Longchamp brand in its success?
2. How should Langchamp best manage its Le Pliage product line to ensure that it maintains its mythical status?
3. How strong is Longchamp's value proposition? What do you think of its aspiration to change its position to move the brand up market? Is this a wise move? Does the company have what it takes to do so?
4. How should Longchamp manage its product portfolio and distribution strategy to best achieve its goals? What is the right mix of products and what is the right mix of distribution channels for Longchamp?