Term 1 2017
Hyper Intensive

Brand Management

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Educational Philosophy

I've spent my professional life working with big brands and very senior Executives. I make the assumption that you are just like them. You turn up on time, you do the preparation and you ask questions when things are not clear.

In return I do what exactly what I would do if I was working for a big brand on a consulting job. I prepare thoroughly, I treat you with respect and I come to work expecting to also learn something.

Course Overview

- Over one week in January we will explore the fascinating and crucial area of Brand Management. It's a key topic for your MBA / Masters Degree and for your career ahead. The good news is that, while five days might not sound like much time, we can cover the whole topic of brand management in great detail. I have been teaching Brand Management as a concentrated elective like this for 20 years in this format and it actually suits the topic perfectly.

- In this short introduction you will find all the information you need to prepare for the upcoming course along with all the readings and case studies you need to prepare for the course and the first day of class. I will explain and introduce the elective in a lot more detail on the first evening of our class together on Saturday 26th in LT1 at 0845. But there are several important organisational issues to clarify before the course begins, which is where this introduction will prove useful.

Brand Management Learning Objectives

- To give you a full and complete overview of the importance of brand equity to the organisation.
- To provide an applied insight into the manner in which brands could, should and sometimes are managed.
- To (try to) deliver the best brand management elective offered anywhere in the world.

Bio: Mark Ritson

Mark Ritson has a Ph.D. in Marketing and has been a faculty member at some of the world's leading business schools. He has taught MBA courses in brand management at London Business School, MIT Sloan, the University of Minnesota, Singapore Management University and at MBS. He has won the teaching prize at all of his former schools including the Best Teacher award at LBS in 2004, the Teaching Prize at MIT Sloan in 2009, the Best MBA Elective award at SMU in 2015 and full time teacher of the year at MBS in 2007, 2013 and 2014 and part time teacher of the year in 2009 and 2010.

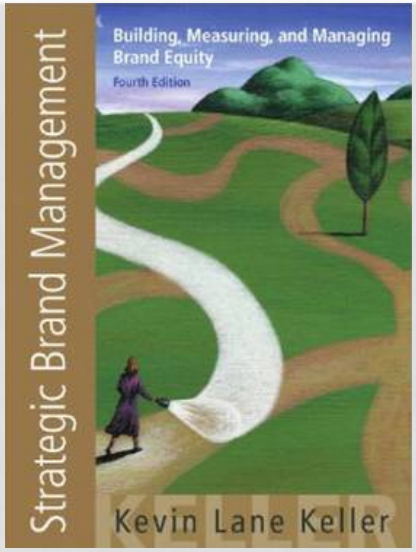
He has worked extensively all over the world as a consultant for some of the largest brands in the world. His clients have included McKinsey, adidas, Jurlique, News Corp, PepsiCo, Glaxo SmithKline, Unilever, Eli Lilly, Johnson & Johnson, De Beers, Ericsson and WD40. For thirteen years he worked as the main brand consultant for LVMH - the world's largest luxury group - working with the CEO's and senior executives from brands like Louis Vuitton, Dom Perignon, Donna Karan, Fendi, Tag Heuer, Dior and Hennessy.

An avid writer on branding, his column on the topic has appeared in the British trade magazine, Marketing Week for over a decade and has a weekly audience in excess of 50,000 readers. He was Columnist of the Year in the PPA Awards in 2009, 2013 and again in 2015 – the highest award for magazine publishing in the UK. Closer to home he writes a weekly column on media and marketing for The Australian newspaper. His more scholarly publications include articles published in Sloan Management Review, Harvard Business Review and the Journal of Consumer Research.

He was the recipient of the 2000 Ferber Award, one of the most prestigious prizes in Marketing, for his PhD work on the social uses of advertising. His research on pricing was also cited in the acceptance speech of the winner of the Nobel Prize for Economics in 2001. He lives in Tasmania with his wife Connor and daughter Roxanne.

Course Materials

- There is no compulsory textbook for this course. However I strongly recommend that you buy just one supplemental book. Strategic Brand Management, 4th Edition, by Kevin Lane Keller. Its not exactly a page turner. But Keller is arguably the most knowledgeable expert on brands in the world and his book is the only book on branding you need ever buy. I will not teach from this book, any good Masters course must add more value than simply referring to text books. But I will suggest appropriate chapters to pre-read prior to each of our sessions together. I would recommend that the Masters of Marketing students in particular purchase the book as it will prove relevant to most aspects of your degree. The 2nd or 3rd Edition (which are cheaper) are equally good and 90% the same.



- All of the other materials for the class can be found on the course website hosted by LMS. Given this is a case-based class – I do recommend you print out a copy of the case ahead of each session or upload it to a tablet. – this really aids class discussion. Readings are also available for each session on LMS. Class notes for the class are available in PDF format on the LMS about 1 week prior to the first. You will receive an email from me confirming when the notes are up and ready for download.

Course Format

Our classes begin each day at **0845** sharp and close at **1630**. Coming late to class is easy to do. For a case teacher like me it ruins the quality of class discussion if students arrive late throughout the morning.

I try to keep the same format for each day's class. We will start from 0845 to 0900 with a review of the previous day and the syndicate challenge you were set. Then its into the case study of the day for around 90 minutes. We take a twenty minute morning break at around 1030. Then the final section of the morning is a lecture on the topic of the day.

After lunch we resume with either another lecture and we hit the afternoon break at about 245pm. The final section of the day is a syndicate challenge in which each team must answer a specific branding challenge on or before 430pm. We then convene for an optional glass of Australian wine or soft drinks to discuss the class and other things.

Please note that on the Friday evening after class there is an optional social to celebrate completing 80% of the class at Jimmy Watsons which is about a 5m walk from MBS. Attendance is not compulsory and non-alcoholic beverages will probably be made available. Your professor will shout you a maximum of three tasty beverages and attempt to get out of Jimmy Watsons on or before 830pm. A feat he has yet to achieve in 100 attempts.

See details on last page (not the failed attempts, the venue).

Assessment

There are two forms of evaluation for Brand Management:

Class participation (25%)
Read the cases, take part in pertinent discussions, listen to others with respect, generally take part and you will be rewarded. Miss class, arrive late, do not contribute and this score will rapidly decline.

Case Exam (75%)
At the end of the course you will be given a take home case exam. The exam is a case study format with you taking the role of the brand manager for an existing brand and asked to formulate the strategic plan for your first year in charge. Your answer will be structured in several parts and it should take no more than 3 to 5 hours of your time to complete.

You will be expected to submit your answer (which will consist of 2000 words) within 3 weeks of the conclusion of the course – the deadline for submission is therefore:

Monday 30th January at 5pm. AEST.

The exam will be submitted by email so you do not need to physically hand in the exam and can submit it from literally anywhere in the world.

Failure to submit your exam by the deadline above will result in an immediate fail for the course. You have three weeks to complete an exam that should take no more than 5 or 6 hours. No extensions will be granted. Get it done.

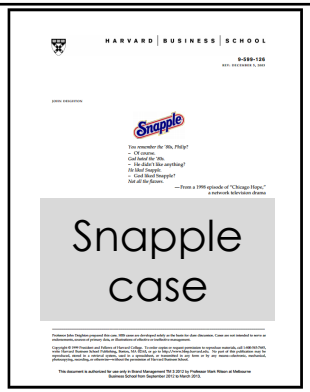
Syndicate Groups

I use syndicate groups as a key learning tool throughout the class. For each of the five days your team will end the day with a 60 minute challenge which you will be expected to submit at the end of the session.

The syndicate group submitting the best answer each day will receive a full class participation score, 5 out of 5, for that particular day and the syndicate group that produces the most consistently superior set of answers across the whole course will all be given a full 25 out of 25 for their class participation for the course.

I will assign each of you randomly to a syndicate team at the start of the course and these groups will remain fixed for the rest of the course. Customisation of groups or changes in membership mid course are strictly forbidden. Suck it up and make your team work (this may be one of the more important lessons of your MBA).

Tuesday 3rd January - Brand Equity

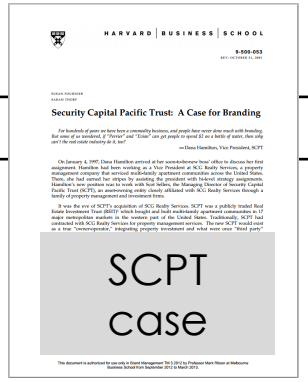
Time	Theme	Topics/Activities	Reading/Assignments
8:45 – 9:00	Introduction	Course overview	 Snapple case
9:00 – 10:40	Snapple	Snapple Case Discussion, see Case Questions next page	
10:40 – 11:00	Morning Break		
11:00 – 12:15	Brand Equity	Lecture Session: - What is a brand? - What is brand equity?	Perspectives On Brand Equity
12:15 – 13:30	Lunch		
13:30 – 1500	Marks & Spencer	MARKS & SPENCER Videocase	
15:00 – 15:20	Afternoon Break		
15:20-16:30	Syndicate Work 1: The MBS Brand Study	Teams must design and fund the perfect brand research design	

Keller:
Chs 1 & 2 & 9

Snapple Case Questions

- The Snapple case takes us through three chapters in the history of the Snapple brand.
- - What key strategic decisions were made first by the three founders of Snapple and later Carl Gilman to make Snapple so successful?
- - What key strategic decisions were than made by Quaker to ruin this wonderful brand in such a short space of time?

Weds 4th January - Brand Strategy

Time	Theme	Topics/Activities	Reading/Assignments
08:45 - 10:20	Review	Review Research Answers	 SCPT case
Morning Break	11:00 – 11:20		
10:50 – 12:00	SCPT	ARCHSTONE Case Discussion, see Case Questions next page	
12:00 – 13:15	Lunch		
13:15 – 14:45	Building Brand: Step by Step Steps 1 to 3	Lecture Session: - Selling branding to the client - Why build brand?	Leveraging The Corporate Brand
1445 – 1510	Afternoon Break		
15:10 – 15:30 15:30 – 16:30	TAG HEUER Brand Briefing Syndicate Work	Brand Strategy Challenge: Teams will be asked to work for Tag Heuer in Japan and to review some brand data and develop a brand strategy	Keller: Chs 8 & 10 & 13

SCPT Case Questions

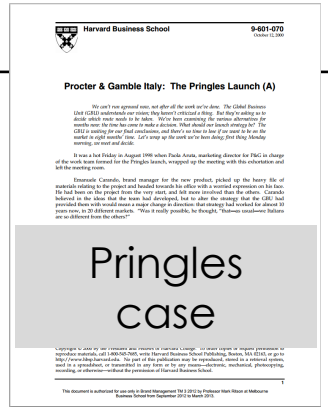
ARCHSTONE

- Dana Hamilton must make a strong case for brand building at SCPT? List all the arguments for building a single brand for SCPT.

- Now make the counter-arguments against building a strong brand, why would SCPT consider keeping the 142 apartment communities as they are and rejecting Hamilton's initiative?

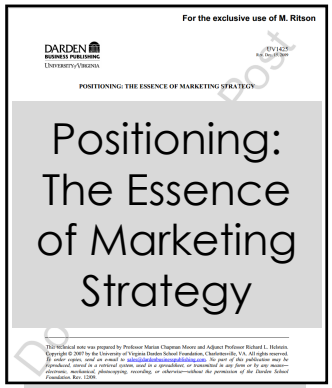
Thursday January 5th – Brand Positioning

Time	Theme	Topics/Activities	Reading/Assignments
08:45 – 09:00	Review	Examine answers to Tag Heuer	
09:00 – 10:40	Pringles	Case Discussion, see Case Questions next page	
10:40 – 11:00	Morning Break		
11:00 – 12:00	Brand Positioning	Lecture: - The 3C's - The benefit Ladder	
12:00 – 13:15	Lunch		
13:15 – 1510	Brand Positioning II	Lecture Continues: - Articulation - Disruptive Consistency	
1510 – 15:30	Afternoon Break		
15:30 – 16:30	Syndicate Work	Teams are challenged to create a perceptual map and devise a positioning strategy for a gardening product. Awesome.	


Harvard Business School 9-601-070 October 12, 2000

Procter & Gamble Italy: The Pringles Launch (A)

Pringles case


For the exclusive use of M. Ritson

DARDEN BUSINESS PUBLISHING UNIVERSITY of VIRGINIA

UVA-M-1425 Rev. Dec. 15, 2009

POSITIONING: THE ESSENCE OF MARKETING STRATEGY

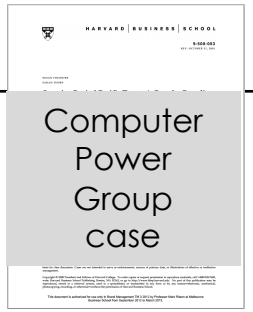
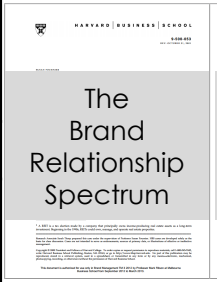
Positioning: The Essence of Marketing Strategy

Keller: Chs 4,5,6 & 7

Pringles Case Questions

- Make the four key decisions for Carando listed on page 15 of the case:
  - How will Pringles be distributed? Do you want to opt for the traditional mass channels like supermarkets where P&G has all its existing strength and relationships or can you suggest an alternative distribution strategy?
  - Decide on a price, in Lire, for the large and small sizes of Pringles. Is 3,190L and 2,500L too high. What price do you want to charge?
  - What should be the third flavour for the launch to compliment Regular and Sour Cream and Onion? Should it be Paprika or BBQ?
  - Will a traditional P&G communications campaign suffice for Pringles or do you want to run something different or additional to the "Once You Pop You Can't Stop" campaign?

Friday Jan 6th - Brand Architecture

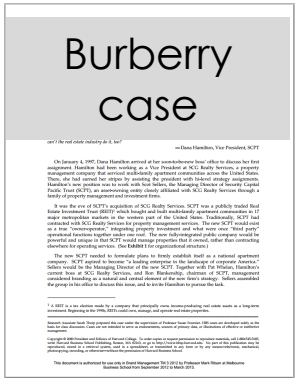
Time	Theme	Topics/Activities	Reading/Assignments
08:45- 09:00	Review	We review the random brand challenge	 Computer Power Group case
09:00 – 10:30	Lecture	Understanding Brand Architecture	
10:30 – 10:50	Morning Break		
10.50-12:00	Lecture	Altering your Brand Architecture	 The Brand Relationship Spectrum Should You Launch a Fighter Brand?
12:00 – 13:15	Lunch		
13:15 – 15:00	Lecture	Brand Diversification: Brand Extension, Line Extension & Co-Branding	
15:10 – 15:30	Afternoon Break	.	Keller: Chs 11 & 12
15:30 – 16:30	Brand Architecture Syndicate Work	Teams must devise a new brand architecture approach for an Australian company.	
1645 - 1900	JIMMY WATSON'S	Optional Jimmy Watson Experience	

CPG Case Questions

- Using the brand relationship spectrum reading (figure 1) what is the current brand architecture being applied by Computer Power Group?
- What are the strengths and weaknesses of this approach for CPG at present?
- Take the role of the head of brand consulting at Galileo and work out a suitable new architecture for Computer Power Group in the future

Saturday Jan 7th– Brand Communications

Time	Theme	Topics/Activities	Reading/Assignments
08:45 – 09:15	Review	We look at the 10 submitted brand architectures	
9:15 – 10:45	Case Discussion	Burberry Case Study see next page	Burberry case
10:45– 11:00	Morning Break		
11:00 – 12:00	Lecture	The Five Challenges of Brand Communications	
12:00 – 13:15	Lunch		
13:15 – 13:30	Brand Communication Briefing	Gentleman Only Brand Communication Case	Keller: Ch 13
13:30 - 1430	Brand Communication Syndicate Challenge	Teams must devise a launch campaign for a fragrance	
14:30 – 15:00	Lecture	DeBrief Challenge, Wrap Up Communications	
15:00-1520	Break		
15:20 – 16:00	Brand Report Card	Revision Session & Wrap Up	The Brand Report Card
16:00 – 1630	Class Evaluation		

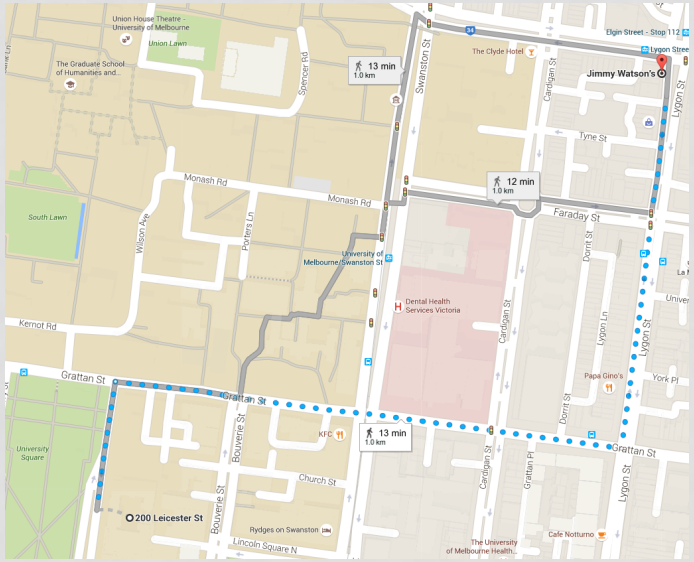


Burberry Case Questions

- How strong is the Burberry brand when Bravo takes over? What do you like and dislike about the brand if you are the new CEO?

- Almost ten years later Bravo will step down as CEO and Burberry transformed. List the ten success factors that enabled her to be so successful.

BURBERRY
ESTABLISHED 1856

Saturday Evening Venue

- Jimmy Watson's is literally the home of Australian wine retailing
- It is at 333 Lygon Street
- The Jimmy Watson is also one of the biggest prizes in the wine trade
- We will be there from 445pm to 7ish
- Please note that if you have Thursday evening class it is advisable not to attend