

BRAND MANAGEMENT

MAR 6838 - BRAND MANAGEMENT

SPRING 2024

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Office Hours: Weekly Zoom Conference (one hour, day/time TBD)
Via e-mail, seven days a week, 9am—9pm (phone or Zoom available on request)

COURSE OVERVIEW AND OBJECTIVES

This course is devoted to the management of brand equity, i.e., the value of the brand to the organization. Specific topics to be covered include defining and measuring brand equity, branding a service, internet branding issues, brand positioning, building and leveraging a brand, strategic brand management, and brand extension. *Brand management* has traditionally been associated with consumer products and services markets, though there is increasing interest in branding by firms that operate in industrial markets. The brand manager's key focus is developing and building the brand itself, which may extend across multiple product categories. The course is designed for both marketing specialists and generalists. It exposes students to the contemporary challenges faced by a broad variety of firms in creating, maintaining, and managing brand equity over both the short and long term. The settings of the articles and cases used in the course are quite diverse in terms of the sizes of the organizations involved and the types of markets they serve. The course is therefore not only relevant to students whose interests are in brand management, but also those interested in general marketing management.

COURSE MATERIALS

1. Business Cases
2. Selected Articles
3. Lecture Notes

COURSE FORMAT/CLASS CONDUCT

Learning in this course will be achieved through a mix of lectures, a brand audit, individual and team assignments, and discussion of business press articles and case studies. Students are expected to actively participate in article and case discussions. Thus, timely preparation of readings, case analyses and homework assignments is required. The issues discussed in the course typically require both qualitative and quantitative analyses (e.g., economic cost-benefit, financial and market research data analyses).

1. Video Lectures

Students are expected to view all assigned lectures by the scheduled dates.

2. Articles from professional journals

Students are expected to complete all assigned readings by the scheduled dates.

These articles are on reserve in the UF library and are captioned in this syllabus as (ARES e-reserves). To access these articles, **click on the Course Reserves link** on the Canvas course homepage. **NOTE: You will need to use the UF VPN connection** or the UF Proxy server to access these readings. <http://www.uflib.ufl.edu/ufproxy.html>. **You MUST use the Firefox web browser** (www.mozilla.org) to access Course Reserves through Canvas. The Chrome browser does not display the Course Reserves correctly. Although this may be a bit cumbersome, it saves about \$100 in the cost of a course pack. An online student guide for Course Reserves can be found at <https://accesssupport.uflib.ufl.edu/course-reserves/students/>.

3. Case and Article Analyses and Discussions

Several cases and articles will be discussed during the course. Each discussion will be open for a 3-day period. The titles of these cases and articles and dates when they will be discussed are indicated in the schedule. You are expected to read and analyze assigned material carefully and be prepared to discuss it during the assigned dates. To assist you in your preparation, discussion “seed” questions for each article have been provided. If you are unable to participate in a discussion due to business trips or other unavoidable conflicts, you may submit your answers to the two seed questions (found in this syllabus) prior to your departure.

Due to the compressed time frame of this course, the interactive discussion will be limited to the second seed question for each article. However, in order to participate in the discussion, you must first post an answer to the first seed question. (In a sense, answering the first question is akin to an “ante” in a game of poker.) **[Providing a reasonable answer to the first seed question is worth ten (10) points.]** You will not be able to see others’ answers to the first seed question, but you will be able to see others’ posts in response to the second seed question. You should read others’ responses before posting, just as you would listen to others’ comments in a face-to-face class.

Posting an “answer” to the second seed question without reading what others have posted is not in the spirit of a discussion. You collectively bring to this course, and to this program, an amazing wealth of prior (and current) experience. One of the great things about an MBA program is the synergies that are created when a course activity like this allows those experiences to inform the discussion as well as enlighten each other. (I also participate actively in these discussions.) The discussion should be a free-flowing discussion among colleagues, with debates, counterpoints, new perspectives, and give-and-take. **Feel free to post more than once if a discussion piques your interest.** To facilitate discussion, **keep posts reasonably brief** (no more than 100 words). A long post is not effective in generating discussion. **[Posting a reasoned response(s) to the second seed question is worth 15 points.]** **Late submissions will be permitted only in the case of documented illness, accident, or other family emergency.**

4. Individual Assignments Based on Cases

For each of the two individual assignments, you will analyze the case and then submit your answers to assigned questions pertaining to the case and other course materials. The cases are available only from Harvard Business Publishing. For access, please click on this link: <https://hbsp.harvard.edu/import/1126439> . Once you are on the Harvard Business Publishing site, you will need to either create a student account or log in to your existing one. You will then be prompted for payment for the course materials. Once purchased, you will be able to view the articles and cases that are included. (There is also a separate optional course pack that deals with personal branding: <https://hbsp.harvard.edu/import/1126453>)

Note that these assignments are to be your independent work. Treat these as take home exams; you should not discuss the assignments with other members of the class or access material from the web.

University policy requires that I remind you of the common sense values embodied in the University Honor Code. I assume that you are all familiar with the policy on academic honesty as stated on the following web page: http://www.reg.ufl.edu/01-02-catalog/student_life/. The following pledge will be assumed in regard to all examinations: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

Failure to submit your assignment by the deadline will result in a grade of zero for that assignment. **These assignments can be submitted well in advance**, so if you know you will be traveling and may have limited access to the Internet, be sure to submit your assignment prior to your departure. **Late submissions will be permitted only in the case of documented illness, accident, or other family emergency.**

5. Brand Audit Project

Students will work in brand management teams to conduct a brand audit of a leading brand. Each team must study a different brand.

The brand audit is an in-depth examination of the brand. The goal of the brand audit is to assess the sources of brand equity and suggest ways to improve and leverage that equity. The brand audit is comprised of the *brand inventory* (a comprehensive summary of the firm's marketing and branding program), the *brand exploratory* (an in-depth consumer analysis of consumer perceptions of the brand), and the *brand strategy*. Typically, the information needed to complete the brand inventory can be found on the company website, in trade publications, in company annual reports, 10-K filings, and, occasionally, interviews with company executives. To construct the brand exploratory, students conduct their own primary data collection in the form of (a) web, (b) qualitative and (c) quantitative research. After developing a detailed description of how the consumer views the brand in the brand exploratory, the final task is to provide strategy recommendations concerning how the brand should be managed. How can brand equity be built and/or how can it be effectively leveraged into new product categories?

The Brand Audit project is broken into two separate assignments, the Brand inventory, and the Brand Exploratory/Strategy. See the Brand Audit assignments on the Canvas course site for full details on the research and the reports that you will be expected to produce. The rubrics that will be used to evaluate Brand Audit submissions are posted under the Assignments tab for both Brand Audit assignments.

COURSE GRADING

Your course grade will be based on the following (1000 Points Total):

Two individual assignments based on cases – 130 points each (260 points total)

Brand Inventory Report (team) – 135 points

Brand Exploratory/Strategy Report (team) – 260 points

Brand Audit Peer Evaluation – 20 points

Individual participation in case and article discussions –75 points

Final Exam – 250 points

Percentages of the 1000 points will be converted into letter grades *roughly* as shown below. Due to Warrington MBA program policy, the GPA for the class as a whole cannot exceed 3.5, so the grading scale may be adjusted somewhat to meet that constraint.

>95 >91 >87 >83 >79 >75 >71 >67 >63 >59 >55 <55

A A- B+ B B- C+ C C- D+ D D- E

Here is a link to the University policy on assigning grade points: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

SUMMARY SCHEDULE OF WRITTEN ASSIGNMENT DUE DATES

January 14	Brand Audit: Brand Selection (team--not graded)
January 19—21	Discussion #1: Saxonville Sausage Co. Case
January 28	Individual Case Assignment: Rosewood Hotels and Resorts
February 4	Brand Audit: Brand Inventory Report (team)
February 9—11	Discussion #2: Bud Light Article
February 18	Individual Case Assignment: Mountain Man Brewing Company
March 3	Brand Audit: Brand Exploratory/Strategy Report (team)
March 3	Brand Audit Peer Evaluation (individual)
March 8—10	Discussion #3: Ben & Jerry's/Unilever Articles
March 23	Honorlock Proctored Final Exam

COURSE SCHEDULE

WEEK 1: STRATEGIC BRAND MANAGEMENT (JANUARY 8—14)

READ:

- “Marketing Reading: Brands and Brand Equity” (in Harvard course pack) <https://hbsp.harvard.edu/import/1126439>

WATCH:

- What is a Brand?
- What is Brand Equity?
- Brand Equity Components I–IV

DO:

ASSIGNMENT –BRAND AUDIT: BRAND SELECTION (TEAM—UNGRADED)

Due Sunday, January 14 by 11:55 pm

This tees up the Brand Audit assignment in which each team will study a different brand. In this ungraded assignment you need to (a) form your team of 5-6 students, and (b) select the brand you wish to audit. **(Note that Dr. Settles and I have coordinated on team size requirements, so you may have the same team in both courses, if you wish. If you have an existing team of four from a previous term, you may keep that team, but you will need to add at least one other person.)** Form your team by navigating to the **People** link on the course home page and then clicking on the **Project Groups** tab at the top. Select a Team Number and click the **Join** link for the team you wish to work with this semester (**minimum of five members, maximum of six**). (See “How to Join a Group” guide under the Start button.) Once your team is formed, meet to select a brand to audit. I reserve the right for final approval of brands. In the event that two or more teams choose the same brand, **brands will be assigned to teams on a first-come, first-serve basis, so it is in your best interest to form your team and select your brand early. Feel free to e-mail me your proposed brand in advance; I will provide feedback very quickly. As soon as your brand has been approved for the audit, you should begin your research. Although your brand selection is not due until January 14, you may submit your choice via email (never Canvas messaging!) any time up until then if you wish to get started earlier.** Once approved, I will change your team number to your chosen brand. Be sure to satisfy yourselves that you can access enough information about the brand to complete the Brand Inventory portion of the Brand Audit. Give some consideration to the sources of information you will use for the Brand Inventory, and think about the qualitative/quantitative techniques you plan to use to complete the Brand Exploratory. Consider whether you

can identify and access a sufficient number of current or prospective customers of the brand. For some useful pointers, please watch the Desirable Brands to Audit video under the Start button on the Canvas home page.

A Note on Team Formation, Communication, and Free-Riding

The team self-selection process provides students with flexibility and freedom of choice in forming teams. However, when a student joins a team on Canvas but fails to coordinate with the other team members on a timely basis, that student runs the risk of not being a full participant in the brand audit assignment. This can create a serious problem with the “high-stakes” brand audit assignment (worth 40% of the grade). I have two policies in place to prevent inadvertent and intentional free-riding. First, when a team’s proposed brand has been approved for the audit, **one** team member should **submit the names of all team members and the approved brand under the Assignments tab**. This prevents the existence of an “unknown” team member. Second, in order to combat the problem of deliberate free-riding, I will use a team member peer evaluation form at two points during the term, asking students to rate each team member’s contribution. These evaluations will be taken seriously and may result in the free rider receiving less than full credit (or even zero credit) for the brand audit assignment.

WEEK 2: BRAND POSITIONING AND ARCHITECTURE (JANUARY 15—21)

READ:

“Marketing Reading: “Brand Positioning” (in Harvard course pack) <https://hbsp.harvard.edu/import/1126439>

WATCH:

- Brand Positioning I, II, and III
- Brand Portfolios
- Brand Architecture

DO:

DISCUSSION #1: SAXONVILLE SAUSAGE COMPANY (IN HARVARD COURSEPACK)

Analyze the case and participate in Discussion #1 on Canvas

Opens Friday, January 19; closes Sunday, January 21

Discussion “Seed” Questions (for class discussion forum)

1. Why is Saxonville considering the launch of a national Italian sausage brand?
2. Which of the candidate positioning concepts do you recommend and why?

WEEK 3: SERVICES BRANDING (JANUARY 22—28)

READ:

- Pine, Joseph B. II, and James Gilmore, “Welcome to the Experience Economy,” *Harvard Business Review*, 1998 (in ARES e-reserves)
- “Jimmy Buffet’s ‘Margaritaville’ is a State of Mind, and an Empire” *New York Times*, 2016 (in ARES e-reserves)
- “Parrotheads and Margaritaville: A Case Study in Lifestyle Brand Building” CMSWIRE <https://www.cmswire.com/digital-marketing/parrotheads-and-margaritaville-a-case-study-in-lifestyle-brand-building/>

WATCH:

- Delivering Services
- Staging Experiences
- Customer Lifetime Value
- CLV Computation Help

DO:

ASSIGNMENT: ROSEWOOD HOTELS AND RESORTS CASE (INDIVIDUAL)

Due Sunday, January 28 by 11:55 pm – The case can be found in the Harvard course pack. Full details on the assignment are on the Rosewood Hotels and Resorts assignment page in Canvas.

WEEK 4: BRAND INVENTORY AND BRANDING RESEARCH (JANUARY 29—FEBRUARY 4)

READ:

- Madsbjerg, Christian, and Mikkel B. Rasmussen, “An Anthropologist Walks into a Bar...” *Harvard Business Review*, 2014 (in ARES e-reserves)
- Moore, Marian Chapman, “Linking Products and Consumers: The Consumer Benefit Ladder Approach” (in Harvard coursepack)

WATCH:

- Qualitative Research I—V
- Quantitative Research I—III

DO:

WRITTEN ASSIGNMENT: BRAND INVENTORY REPORT (TEAM)

Due Sunday, February 4 by 11:55 pm

*****See complete description of the Brand Inventory assignment on the Assignments page in Canvas.*****

WEEK 5: INTEGRATED MARKETING COMMUNICATION (FEBRUARY 5—11)

READ:

- “Red Bull Spreads its Wiings” (In Harvard course pack), pp. 1-6
- “Marketing in the Age of Alexa” (in Harvard course pack)

WATCH:

- IMC Foundations
- IMC Non-Traditional Marketing
- Influencer Marketing
- Outbound Digital Marketing
- Inbound Digital Marketing
- Managing Social Media

DO:

DISCUSSION #2: “BUD LIGHT IS AILING—CAN A NEW AGENCY FIX IT?” AD AGE, 2022 (IN ARES E-RESERVES)

Read the article and participate in Discussion #2 on Canvas

Opens Friday, February 9; Closes Sunday, February 11

Discussion “Seed” Questions (for class discussion forum)

1. Despite award-winning advertising, Bud Light’s sales volume and market share have been declining for over a decade. Check out <https://www.budlight.com/>. What is your opinion of Bud Light’s brand portfolio?
2. Should InBev management continue to pursue its brand extension strategy for Bud Light, or should they “double down” on the beer category and resist launching more Bud Light category extensions? Support your opinion.

WEEK 6: BRAND EXTENSION AND GLOBAL BRANDING (FEBRUARY 12—18)

READ:

- Aaker, David, “Brand Extensions: The Good, the Bad, and the Ugly” *MITSloan Management Review*, 1990 (in ARES e-reserves)
- “Red Bull Spreads its Wings” (In Harvard course pack), pp. 7—10

WATCH:

- Brand Extension I and II
- Global Branding
- Interview with Tim O’Sullivan, Senior Vice President, Geometry Global (WPP)

DO:

ASSIGNMENT: MOUNTAIN MAN BREWING COMPANY: BRINGING THE BRAND TO LIGHT (INDIVIDUAL)

Due Sunday, February 19 by 11:55 pm – The case can be found in the Harvard course pack. The full assignment, which includes an Excel workbook, can be found under the Assignments tab on the course home page. Be sure to record all answers on the Answer Sheet tab of the workbook and submit the file on the Assignments page.

WEEK 7: BRAND RELATIONSHIPS AND COMMUNITIES AND B2B BRANDING (FEBRUARY 19—25)

READ:

- Fournier, Susan, and Lara Lee, “Getting Brand Communities Right.” *Harvard Business Review*, 2009 (in ARES e-reserves)

WATCH:

- Brand Relationships
- Brand Communities
- Business-to-Business Branding
- Interview with Todd Hilde, CEO, Satellite Industries

DO:

No deliverable this week. Work on Brand Exploratory/Strategy report

WEEK 8: BRAND AUDIT: BRAND EXPLORATORY/STRATEGY (FEBRUARY 26—MARCH 3)

ASSIGNMENT: BRAND EXPLORATORY/STRATEGY REPORT (TEAM)

*****See complete description of the Brand Exploratory/Strategy assignment on the Assignments page in Canvas.*****

Due Sunday, March 3 by 11:55 pm

Peer evaluations also due March 3

WEEK 9: PURPOSE-DRIVEN BRANDING (MARCH 4—10)

READ:

- Rodriguez Vila, Omar, and Sundar Bharadwaj, "Competing on Social Purpose," *Harvard Business Review*, 2017 (in ARES e-reserves)

WATCH:

- Purpose-Driven Branding
- Black Lives Matter Brand Responses
- Brands in Crisis
- Brand Response to COVID-19

DO:

DISCUSSION #3 – “I SCREAM, YOU SCREAM, WE ALL SCREAM FOR SOCIAL, ECONOMIC, AND ENVIRONMENTAL JUSTICE” BLOOMBERG BUSINESSWEEK, 2020, AND “DOES YOUR MAYO NEED A MISSION STATEMENT?” WALL STREET JOURNAL, 2022 (ARTICLES IN ARES E-RESERVES)

Opens Friday, March 8; closes Sunday, March 10

Read the articles and participate in Discussion #3 on Canvas.

Discussion “Seed” Questions (for class discussion forum)

1. Both of the assigned articles focus on Unilever brands. Although both articles consider advantages and disadvantages of “purpose-driven” branding, they seem to arrive at opposite conclusions. Why has Ben & Jerry’s been successful in incorporating social purpose in managing its brand, while other Unilever brands have struggled?
2. You are the newly appointed CEO of Unilever. Will you continue, discontinue, or modify the “brand-with-purpose” strategy? Explain.

MARCH 11—16 SPRING BREAK/IMMERSION WEEK

WEEK 10: PERSONAL BRANDING AND FINAL EXAM PREPARATION (MARCH 17—23)

READ:

NOTE: The Harvard readings are optional, but are instructive if you wish to apply the principles we have studied this term to your own personal brand. They will not be covered on the final exam. To access, click on this link:

<https://hbsp.harvard.edu/import/1126453>

- “Developing a Superior Brand Essence Statement,” Harvard Business Publishing (in Harvard course pack) [OPTIONAL]
- “Your Professional Brand: Creating a Brand Essence Statement for Your Career” (in Harvard course pack) [OPTIONAL]
- Rampersad, Hubert K., “How to Build an Authentic Personal Brand,” Operational Excellence Society
<https://opexsociety.org/body-of-knowledge/how-to-build-an-authentic-personal-brand-by-prof-hubert-rampersad-phd/>

WATCH:

- Personal Branding

FINAL EXAM

Proctored Final Exam (Saturday, March 23) – The final exam will comprise two parts: (a) multiple choice questions that cover material in the readings and the lectures, and (b) a case analysis similar to the cases analyzed throughout the course. You may print the case, mark it up, and have it to refer to in the exam. The exam will be open articles and notes, but only in printed form—no

electronic access. You will log on to the course website to take the exam via Honorlock and will have 90 minutes to complete it. For those of you unfamiliar with Honorlock, please consult the student guide at <https://ufl.instructure.com/courses/488531/pages/exams-and-accommodations>

(The University of Florida requires that any assessment equivalent to 15% or more of a student's final course grade must be proctored. This policy protects both the value of your academic degree and your own time and effort in becoming a successful Warrington student.)

For an Honorlock proctored exam, you are expected to have:

- a working webcam (restart your computer before your exam for the most effective testing environment)
- Google Chrome browser
- An Honorlock extension downloaded to your Chrome browser
- a private workspace (if this is unachievable contact your faculty)
- incredible attention to exam instructions (it is your responsibility not to get flagged for cheating)
- diligence to notify your faculty of DRC accommodations or extenuating circumstances that affect your exam time or exam environment at the beginning of the term (at the very least, one week before your exam)
- integrity to abide by all exam instructions and report any irresponsible peers

The Warrington College of Business is strongly committed to academic integrity and will rigorously enforce violations of the UF Honor Code and/or additional Warrington academic integrity policies. To be a successful student, please read all instructions for any assignment carefully, do not collaborate on individual exams, assignments, or homework, and review the following best practices to be prepared.

OTHER HELPFUL INFORMATION

Help resources: For issues with technical difficulties with the e-Learning system, please contact the UF Help Desk at:

Email: Learning-support@ufl.edu

(352) 392-HELP - select option 2; or

<https://kb.helpdesk.ufl.edu/FAQs/E-Learning>

Students with Disabilities: Students needing academic accommodations must first register with the Dean of Students Office. The Dean of Students Office will provide a letter listing necessary accommodations to the student, who must then provide this documentation to the instructor when requesting accommodations. For further information, visit <http://www.dso.ufl.edu/drc/>.

Academic Integrity: UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class

Course evaluations: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Your well-being is important to me and to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to

reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Other Useful Resources

Campus Resources:

Health and Wellness U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit U Matter, We Care website to refer or report a concern and a team member will reach out to the student in distress.

Counseling and Wellness Center: Visit the Counseling and Wellness Center website or call 352-392-1575 for information on crisis services as well as non-crisis services.

Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit the Student Health Care Center website.

University Police Department: Visit UF Police Department website or call 352-392-1111 (or 9-1-1 for emergencies).

UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; Visit the UF Health Emergency Room and Trauma Center website.

GatorWell Health Promotion Services: For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the GatorWell website or call 352-273-4450.

Academic Resources:

E-learning technical support: Contact the UF Computing Help Desk at 352-392-4357 or via e-mail at helpdesk@ufl.edu.

Career Connections Center: Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

Library Support: Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center: Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

Writing Studio: 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints On-Campus: Visit the Student Honor Code and Student Conduct Code webpage for more information.

On-Line Students Complaints: View the Distance Learning Student Complaint Process.