Brand Strategy

MKTG-GB.2365.00
Spring 2015

Professor: Joachim (Joe) Eberhardt
Class Times: Sat. 9:00AM-12:00PM
Class Location: T-UC24
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Course Description:

In today’s dramatically more complex and rapidly changing environment of globalized economies, unlimited consumer choice and explosive technology innovation, some of the most valuable and often underutilized assets of an organization are the brands that it has developed and invested in over time. More than ever, increasing competition and resulting margin pressure require skill-full brand management to maximize and leverage their value. Clearly defined, aspirational and trusted brands are the beacon of competitive differentiation and stakeholder assurance in a sea of me-too products and services otherwise competing merely on price.

Marketing professionals face many challenges in optimizing brand value and marketing operations in alignment with and support of their organization’s overall strategic blueprint. The straight-forward, well-honed mass marketing techniques of previous decades are no longer sufficient. Effective branding is critical to creating value for all stakeholders, and marketers are recognizing the need to skillfully measure and manage the marketing ROI and productivity of their brands.

Goals and objectives:

Branding is both an art and a science. Thus, few branding situations have a definitive, unqualified answer as to the “right” strategy or “best” marketing approach. This brand strategy course provides a comprehensive examination and discussion of relevant theories, concepts, models and tools and the role of technological innovation. The theoretical framework will be enhanced with practical applications and examples as well as case studies in all relevant areas:
1. **Brand strategy framework**  
   We will discuss how effective, strategy-linked brand positioning and architecture are essential in delivering a clearly defined and differentiating value proposition and customer offering. Successful brands create active and lasting customer relationships, which is why deep customer insight is the basis for successful brand strategy.

2. **Increasing customer based brand-equity and improving marketing ROI**  
   Brand performance and value needs to be measured and tracked and brand positioning and marketing programs need to evolve over time. We will understand the design and implementation of brand equity measurement systems, how to conduct a brand audit and debate various brand tracking approaches.

3. **Brand-building marketing and communication programs**  
   Branding is not just messaging; it guides and shapes the development of all marketing activities. We will review how to align internal and external marketing programs and activities with the brand vision and to successfully integrate product, pricing, channel and communication strategies.

4. **Managing brands over time, geographies and market segments**  
   Brand building is an ongoing activity and a never ending journey. Successfully managing brands over time, various segments and geographies creates complexities and intricacies that require detailed examination and understanding.

5. **Organizational requirements**  
   In order to be successful, an organization has to be committed to the brand vision and strategy and structured to support and deliver on the brand promise.

**Class Policies and Requirements:**

Course components will include case analysis (2 written assignments), a team brand audit and strategy project as well as an individual brand marketing plan, which will also serve as a hand-in final.

The individual course components carry the following weight in determining your final grade:

- Class Preparation and Participation (incl. 2 written cases): **40%**
- Team Brand Audit and -Strategy Project: **30%**
- Individual Brand Marketing Plan: **30%**

There are no written exams in this course. It will be up to you to learn the brand strategy concepts and terminology presented in lectures and reading (including the Keller text), and to use them persuasively in your team-project, brand marketing plan and case analysis documents.
How to Get the Most Out of This Course

Stay up with the reading

The Keller text and cases are rich with information and insights that you will be able to use in your brand marketing work.

Anticipate the Case analysis, assignments and reports

As you will see from the course outline, I ask that you complete some informal pre-class assignments that are intended to facilitate in-class discussion. While not mandatory, I would appreciate if you could post your thoughts on the pre-class assignments on NYU classes, as it helps me to prepare for the class discussion. You need to be prepared to discuss the required cases (and hand in your choice of two written cases), and submit projects and reports on time. It is critical that you anticipate the work that will be needed to complete those assignments with quality deliverables. You are expected to integrate the lecture/discussion issues and key points from the Keller text into your written case analysis, Brand Audit and –Strategy project, and Marketing Plan.

Participate energetically in class discussions and follow the few rules that there are

This class is designed to be interactive so that all students can demonstrate their grasp of the material. To facilitate participation, name cards need to be used throughout the semester and please try to stay in the same seat. In order to be able to participate in class discussions, attendance is mandatory. Attendance will be taken at the beginning of each class. If for any reason you cannot attend a class session, please let the TF know in advance. You can miss one class per term without impact on your grade. Missing two or more classes will adversely affect your class participation grade.

Class participation is evaluated on the quality of your participation and its contribution to improving the learning experience of the class. Note that quality is not necessarily a function of quantity. Quality of participation is assessed according to preparation, argument strength (well-supported points), and the extent to which the entire class benefited from your comments.

Laptop computers, smart phones, PDAs and anything I- are welcome in class for the purpose of taking notes, but not for surfing or entertainment purposes unless specifically instructed to do so. Please turn off all cell phones, pagers, and laptop or PDA alarms at all times during the class period.
Case Analysis/Preparation

This course will use numerous cases to support the application of brand concepts and enhance decision-making ability within actual marketing situations. Please work through all the cases and be prepared to participate in the class discussion. You are expected to choose 2 cases from the syllabus for written analysis. Case analyses are individual assignments and should be worked on independently. The written analysis should consist of:

- Brief overview of the company’s key issues (no more than 1 page)
- Brief identification and description of the competitor brands in the marketplace
- A half-page to one page response to each question asked for each case selected.
- A case recommendation (when asked) should be treated as a formal proposal submitted to management.

When writing a case analysis, consider the following points:

- You may use the shorter “bullet” point form for part of your answer. However, the point must be argued in its entirety and brought to understandable conclusion.
- Do not simply restate data from the case. Management is already familiar with the business and case facts!

All written assignments should be turned in on NYU Classes, the Friday before the class on the Saturday they will be discussed. Grades will be posted on NYU Classes.

Please choose and hand in two written assignments!

I may call on some of you to help lead-off a case discussion. Please be ready with your recommendations. Your performance on the case lead-off will be included in the class participation component of your course grade. In order to prepare for an effective discussion, each case should be reviewed with particular attention paid to the facts and causes of the overarching marketing situation, the decisions faced by the company’s executives, and the viable options open to them in order to achieve their marketing/business goals. We will be searching for the best options for the company, not necessarily a single “right” answer.

Team project and hand-in final:

Brand audit and strategy project

This project is a central component of the course and is to be undertaken by a team of five to six students for an organization of the students’ choice (with approval of the instructor). Ideally you are looking for a situation that has a set of strategic brand challenges or opportunities. The subject organization/brand:

- must be in an entirely different industry than the brand you cover in your individual marketing plan
- must not be a brand mentioned in the syllabus
The project should involve some interviews or workshops with representatives of the chosen organization, which means that you have to choose an organization that is willing to work with your team.

There are many situations that can make for interesting analysis and strategic recommendations, such as:

- The decision to enter a new market or product category in which you have not as yet established a position.
- Assessing the pros and cons of extending a brand into a new product category or developing a new brand for that category.
- Determining whether to sub-brand or utilize a corporate brand – and to assess the balance between the two.
- Having to make difficult brand portfolio decisions weighing ROI and qualitative brand metrics
- Having a brand growing tired and its market share slipping or not meeting realistic expectations because of competitive activity.

**Report Outline**

The following provides a rough outline of the report:

1. A brand audit. You should consider including:
   - A brand inventory, including all relevant competitors
   - A brand exploratory to identify sources of brand equity based on consumer perceptions
   - The brand positioning, incl. brand portfolio roles and evaluation of alignment of internal brand vision and consumer resonance

2. A brand strategy recommendation for one or more of the brands.

   This section should include recommendations for the brand vision, hierarchy, portfolio, etc. Please be specific in outlining the elements of your recommended positioning including,
   - Strategic imperatives
   - The core brand identity
   - Brand architecture
   - Competitive differentiation
   - Measurement system

   Often it helps to find a “best practice” brand strategy that can provide insights and guidance to your brand strategy. It might be a brand from a competing firm or from another industry.

3. Optional: If necessary or appropriate, develop a new brand name for a brand, a sub-brand, a branded feature or other branding mechanisms
When you are developing a brand strategy for one or more brands, do not attempt to apply every brand concept that you know. Draw on those that are really relevant and helpful. There is no checklist here. Focus your efforts on the most important brands and branding issues and try to develop a recommendation that is likely to be adopted by the organization.

The final report can be your presentation slides with speaker notes. There is no need for a final written report. Plan for 30 min presentation and 15 min Q&A

Schedule for material submission

March 7th: Please submit a note outlining:
• The group members
• The client selected
• The brands to be focused on

April 11th: Please submit your team’s first, preliminary draft of the brand audit (it can be incomplete), the major brand strategy issues and brand strategy recommendations.

Day of final presentation: Please submit a hardcopy of your team’s final presentation deck with detailed speaking notes and back-up material.

With the exception of the final presentation, all requirements should be submitted on NYU Classes before class.

Brand Marketing Plan

Each of you will also be required to submit a brand marketing plan at the end of the course. The brand marketing plan will be due the last day of class, with no exceptions. Please be sure to post a copy on NYU Classes and submit a hard copy of your paper on that day. The brand marketing plan is a 10-15 page word document that details an operational marketing plan for a given brand strategy challenge. In other words, you are not to develop the brand strategy itself, but the optimal marketing plan for a specific branding situation.

Note: To be clear about the differences between the brand audit and strategy project and brand marketing plan documents, the audit should reveal and analyze the key business issues, brand and marketing strategies and tactics of the subject brand, as well as address the opportunities to explore in light of that analysis. The marketing Plan, on the other hand, includes some background analysis but is primarily a set of recommendations and rationale about which marketing and communication programs should be employed to build the subject brand’s business.
Required Text:

**Strategic Brand Management** – Building, Measuring and Managing Brand Equity  
**Best Practice Cases in Branding**  

Suggested supplementary reading (not required, but helpful for those interested in pursuing brand management):

3. Jean-joel Kapferer, The New Strategic Brand management: Advanced Insights and Strategic Thinking,  
4. Jean-Noel Kapferer, The New Strategic Brand Management: Creating and Sustaining Brand Equity Long  
   Term, Kogan Page, 2008 (available as free e-book)  

Suggested web sites worth reviewing:

BrandChannel (by Interbrand): [brandchannel.com](http://brandchannel.com)  
Brandweek: [brandweek.com](http://brandweek.com)  
BrandForward: [brandforward.com](http://brandforward.com)  
Prophet Brand Strategy: [prophet.com](http://prophet.com)  
Brandfreak.com (blog by Nielsen): [brandfreak.com](http://brandfreak.com)  
Businessweek Brand equity: [businessweek.com/innovate/brandequity/](http://businessweek.com/innovate/brandequity/)  
The Brand Builder Blog: [businessweek.com/innovate/brandequity/](http://businessweek.com/innovate/brandequity/)  
Brand Mix: [brandmix.blogspot.com/](http://brandmix.blogspot.com/)
### Detailed Course Outline

Below please find the current status of the topics to be covered in each class, the required reading, case and pre-class assignments. This schedule may change slightly throughout the semester to include additional guest lecturers, so please be sure to check back for updates on NYU Classes.

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<thead>
<tr>
<th>Date</th>
<th>Discussion Topics</th>
<th>Required Reading</th>
<th>Cases</th>
<th>Pre-class assignments</th>
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</thead>
</table>
| 02/14/2015 | Course Introduction  
  - Overview of class  
  - Discussion of syllabus and brand project  
  Brand strategy framework  
  Brand equity  
  Strategic brand management process | SBM Chapter 1  
 Brand and marketing trends 2015, Passikoff, Forbes, 12/15/2014  
 Nielsen bluepaper, Trends in Brand Marketing  
 http://ch.de.acnielsen.com/pubs/documents/Tren dsInBrandMarketing_blu ePaperDec08.pdf | Prepare a list of what you think is:  
 • The best brand  
 • The worst brand  
 • Your favorite brand  
 • Something that cannot be branded  
 Please post to NYU Classes and be ready to discuss in class  
 Think of yourself as a brand and prepare a personal brand vision/statement to be discussed in class |  |
| 02/21/2015 | Brand Awareness and Brand Knowledge  
  • Customer Based Brand Equity  
  • Brand positioning model  
  • Brand resonance model  
  • Brand value chain model | SBM Chapter 2, 3  
 Brand and marketing trends 2015, Passikoff, Forbes, 12/15/2014  
 Nielsen bluepaper, Trends in Brand Marketing  
 http://ch.de.acnielsen.com/pubs/documents/Tren dsInBrandMarketing_blu ePaperDec08.pdf | Pick one of your favorite brands and create its mental map. Use this mental map to develop a brand mantra to capture the core values and attributes of the brand (it does not have to be the actual brand mantra) |  |
| 02/28/2015 | Building Brand Equity  
  • Brand elements  
  • Brand identity  
  • Branded vs. generic products | SBM Chapter 4  
 Brand and marketing trends 2015, Passikoff, Forbes, 12/15/2014  
 Nielsen bluepaper, Trends in Brand Marketing  
 Pick two brands from the same category and compare their brand elements in terms of their effectiveness.  
 Make a list of 3 brand slogans, analyze what each communicates and why the organizations would chose it |  |
| 03/07/2015 | Marketing Programs to Build Brand Equity  
  • Choosing brand elements  
  • Product design  
  • Pricing strategies  
  • Distribution channel alignment  
  • Marketing Communications programs  
  • Branding on a limited budget | SBM Chapter 5, 6  
 Brand and marketing trends 2015, Passikoff, Forbes, 12/15/2014  
 Nielsen bluepaper, Trends in Brand Marketing  
 For one of the four Ps, think of a brand that is dominant in its category because of a particular brand emphasis/strength in that area  
 Bring any current magazine to class, and be prepared to discuss what you think is the best and the worst ad in support of the brand |  |
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<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
<th>Reading Material</th>
<th>Summary</th>
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<tbody>
<tr>
<td>03/14/2015</td>
<td>Developing a World-Class Brand Equity Measurement and Management system</td>
<td>SBM 8</td>
<td>Snapple—Assessing and managing brand value (BPC)</td>
<td>Pick a well-known brand and develop a short bullet point brand equity charter that you are ready to informally present in class</td>
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<td>• Designing and implementing a brand equity measurement system</td>
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<td>• How to conduct a brand audit</td>
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<td>• Brand tracking approaches</td>
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<td>03/28/2015</td>
<td>Understanding and measuring sources/outcomes of Brand Equity</td>
<td>SBM 9,10</td>
<td>Accenture (BPC)—Rebranding a professional</td>
<td>Conduct a focus group amongst other students to gain insights about attitudes, feelings and behaviors towards Stern and recommend implications for Stern’s marketing strategy</td>
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<td></td>
<td>• Consumer mindset</td>
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<td>• Market performance</td>
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<td>New Product Introduction/Brand Extensions</td>
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<td>04/04/2015</td>
<td>Designing and implementing branding strategies</td>
<td>SBM 11</td>
<td>Nivea—Managing a multi-category brand (BPC)</td>
<td>Select a brand with multi-level brand hierarchy and describe the link and differentiation in the supporting marketing communications program</td>
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<td>• Branding Elements</td>
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<td>• Brand architecture</td>
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<td>• Brand Hierarchy</td>
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<td>New Product Introduction/Brand Extensions</td>
<td>SBM 12</td>
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<td>04/11/2015</td>
<td>Managing brands over time</td>
<td>SBM 13</td>
<td>Starbucks—Managing a high Growth brand (BPC)</td>
<td>Identify brands that have had long, robust lives, analyze the reasons for their continued success and suggest ways to leverage their brand equity</td>
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<td>• Brand revitalization</td>
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<td>• Brand repositioning</td>
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<td>• Re-branding</td>
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<td>04/18/2015</td>
<td>Managing brands over geographical boundaries and market segments</td>
<td>SBM 14</td>
<td>Nike (BPC)—Building a global brand</td>
<td>Think of a US brand that is currently not sold outside the US and prepare a market entry strategy</td>
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<td>Organizational requirements for successful branding</td>
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<td>Implementation issues for successful brand strategies</td>
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<td>04/25/2015</td>
<td>The impact of new technologies on Branding</td>
<td>Rob Walker: Branding Transparency, NYT Magazine, 01/14/11</td>
<td>Research the top ten corporate brands on Twitter and discuss reasons</td>
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<td>• Web-presence</td>
<td>Edward Broches: Social Media and Brand Consistency, Creativity_unbound,</td>
<td>Find examples of the power of online social networking to advocate or</td>
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<td></td>
<td>• Social media sites</td>
<td>03/21/2010</td>
<td>harm brands</td>
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<td>• Blogs/Podcasts</td>
<td>7 Social Media trends for 2015 <a href="http://www.socialmediatoday.com/content/7-">http://www.socialmediatoday.com/content/7-</a></td>
<td>Research successful mobile applications that help drive brand</td>
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<td>• Mobile Marketing/Branding</td>
<td>social-media-trends-2015</td>
<td>advocacy</td>
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<td>• Location-based social media marketing and augmented reality</td>
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<td>• Applications as brand-building tool</td>
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<td>05/02/2015</td>
<td>Final Brand Audit and Strategy Project Presentations</td>
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<td>05/09/2015</td>
<td>Final Brand Audit and Strategy Project Presentations</td>
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**Bio Joachim (Joe) Eberhardt**

Joe is a Clinical Professor at The Stern School of Business (NYU) where he teaches brand strategy and pricing strategies to MBA students.

He is currently President and CEO of Jaguar Land Rover NA and the owner and President of Oxnard European Motors LLC (Mercedes-Benz and smart dealership) as well as Vice Chairman of LiveTechnology Holdings. He is the former SVP and global CMO of LexisNexis (a division of Reed Elsevier plc). Prior to joining LexisNexis, he enjoyed a 25+ year automotive career, culminating as Executive Vice President of Global Sales, Marketing and Service for Chrysler. Until June 2003, he was President and CEO of DaimlerChrysler UK Limited, a position he held from November 1999. Joe was a non-executive director of Yell Plc. During his automotive career, he was named to the Power List by Motor Trend in 2006 and ranked 3rd and 4th most influential person in advertising in 2004 and 2005 by Ad Age. While heading Mercedes-Benz Sales, marketing and Service in the US, he was elected to the “Automotive News All Star Team” in 1998 and 1999.

Joe holds a Dipl. - Betriebswirt degree from the Academy for Administration and Economics in Stuttgart, Germany and an MBA from NYU Stern School of Business.