BRAND STRATEGY (MKTG-GB.2365) – How To Build Strong Brands and Elevate Them

Days: Mon, Wed
Times: 3:00-4:20pm
Room: TBD

Instructor
JP Kuehlwein, jpkuehlwein@gmail.com

Teaching Assistant
TBD

COURSE DESCRIPTION
Rapid technological development seems to make the marketplace more ‘perfect’ and ‘flat.’ Never before have we had access to so many product choices combined with transparency on their relative (but increasingly similar) performance and prices. What are brand owners to do if they want to escape competition and the ‘tyranny of the Amazon algorithm’? – How can they make their brand be noticed, desired and sold – or even sought out and purchased at a premium?

In this class you will learn how to evaluate a brand, to develop strategies to make them strong and to take them ‘üeber’ – make them peerless, priceless and profitable. We will cover the brand strategy areas of consumer understanding and targeting, how to develop a brand identity, an iconic product/service and how to position them competitively and within a portfolio of brands, as well as how to trigger awareness, desire and sales. We will learn this looking at a broad range of industries - from CPG and B2B to Lifestyle and Luxury - and in the context of brand development stages ranging from creation, global expansion and evolution to brand resurrection and turn-around. Finally, we will touch upon how leadership, company culture and organization structures affect brands as well as how to evaluate brands, put a value on them and make them financially successful.

Lectures and related reading will provide several frameworks of how one might go about assessing and building a brand. Discussions of the instructor’s own experiences, external case study reviews and talks by practitioners will provide ample illustrations of their application and relative usefulness and in a variety of practical brand challenges. You are expected to demonstrate your understanding through active class participations. You will get to test your mastery by working on cases individually, studying brand expressions in the field and by working on a group project that asks for a comprehensive analysis and application of the concepts and tools taught. The balance between lecture/talks and interactive class work will be about 60/40.

Just like in the real brand management world, there will not be all-inclusive information, one fitting model or answer. Our understanding will evolve, interpretations and opinions will vary, plans will change and you will have to use the tools taught and your common sense to form recommendations and make one of many possible decisions. My goal is to make it insightful, demanding but also good fun.

COURSE OBJECTIVES
In this course you will learn how to assess and apply
- models and methods for the development of a successful brand strategy
- linkages between culture, society, psychology and building strong brand propositions
- principles behind successful product design, brand communication and -manifestation
… and how you might go one step further to elevate the brand and make it peerless and priceless.
The course will be particularly useful for those who intend to do consulting work for - or join corporate Brand Management, those who intend to create an ‘Ueber-Brand’ as well as those (future) corporate leaders and investors who want to be ‘dangerously knowledgeable about how strong a brand is and what it’s worth’.

**EVALUATION CRITERIA**
Your class participation and work will be evaluated based on your understanding and application of the concepts taught as well as your ability to combine insight, strategic thinking and creativity in making recommendations that are judged distinctive and impactful. The structure, style and references used in your written work and of your presentations will also be considered.

**Method of Evaluation**
- Individual Assignments (6x) 30%
- Class participation (incl. model/case discussions) 20%
- Group Projects (3x) 50%

**Participation, Attendance and Late Assignments**
It is essential for effective marketers to have strong oral communication skills. This course is a forum for you to develop and fine-tune those skills. A large part of the course will involve discussions.

To facilitate participation and grading, name cards need to be used throughout the semester and you should attempt to maintain the same seat.

You can miss one class per term without negatively impacting your grade. Missing two or more classes will adversely affect your class participation grade.

Late assignments will be downgraded.

**READING**

**Course Books:**
We will use two books as base reading: *Building Strong Brands* (1996) by David Aaker and *Rethinking Prestige Branding – Secrets of the Ueber-Brands* (2015), co-authored by the instructor. Aaker is considered one of the authorities in brand strategy thinking and his work is still highly relevant. ‘Ueber-Brands’ focusses on how to elevate brands, ‘giving them meaning beyond the material’ and make us want them to be part of our lives.

**Course Pack:**
You will be asked to reflect on a variety of articles, case studies, expert interviews, etc. in preparation for classes or for assignments. These multimedia materials will be (referenced) in the course pack. Key materials are listed in the course schedule below and bibliography in the Appendix. Note: Materials might change/be added as we go along.

**COURSE STRUCTURE**

I. A Brand’s Equity and assessing Strength and Value
II. Brand Strategy Models and Strategy Development (Identity, Positioning, Customer Relationship)
III. Key Elements of Strategy Execution (Communication Dev., Digital, Omni-Channel)
IV. Putting it all together in an ‘Ueber-Brand’ Strategy (Final Project)
<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Key Reading/Assignments</th>
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<tbody>
<tr>
<td>Pre-Course Preparation</td>
<td>- Fill out 'Profile Sheet’- Background, goals, favorite Brands and description of ‘Brand You’ - What makes a brand “strong” in your mind?</td>
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<tr>
<td>Session 1 – Feb.4</td>
<td>Course Introduction</td>
<td>- Instructor background - Your favorite brands and Brand You - Syllabus, Details Group Projects/Assignments, Modus Operandi</td>
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<tr>
<td>2 – Feb.6</td>
<td>Brand Equity/ Image and Strong Brands</td>
<td>- The use and role of Brands over time - Why do we care?... And businesses? - Your favorite brand and/or Brand You (cont.) - What is Brand Equity? - How judge brand strength?</td>
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<tr>
<td>4 – Feb.13</td>
<td>Brand Valuation</td>
<td>- Brand Valuation Models and other ways to value a brand - Group Presentations/Discussion: Valuation models. And their Pros / Cons</td>
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<td>5 – Feb 20</td>
<td>Brand Valuation</td>
<td>- Brand Valuation Talk - Guest Speaker:** e.g. William Hutchings -Brand investor and ex Goldman Sachs) ** Any of the guest speakers/timing might change/be replaced by other class activity pending their availability.</td>
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<td>8 – March 4</td>
<td>Brand Audit</td>
<td>- Group Presentations/Q&amp;As: Brand Audit Cluster (4 ~ 6) - Brand context and landscape - Brand Equity Assessment - Best attempt at Brand Valuation - Recommendations to strengthen the Brand</td>
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<td>9 – March 6</td>
<td>Brand Audit</td>
<td>- Group Presentations/Q&amp;As: Brand Audit Cluster (1 ~ 3) - Idem</td>
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<td>10 – March 11</td>
<td>Brand Identity - The ‘Soul’ of a Brand</td>
<td>- USP - The Unique selling Proposition - Core Identity / 'Mantra'</td>
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<td>Date</td>
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| 11 – March 13 | **Brand Strategy Development**                                       | - **The Soul of a Brand Talk**<br>**Guest Speaker:** "The Patagonia Philosophy" - Vincent Stanley, VP Philosophy, Patagonia (since the 70ies!) and/or **Guest Speaker:** Mantra or Mission champion Brand representative - e.g. AMEX, Tide or REI, Vanguard  
- Prepare questions for Guest                                                                 |
| 12 – March 25 | **Brand Strategy Development**                                       | - **Brand as Product, Symbol, Icon**<br>- Naming and Visual Identity<br>- **Guest Speaker:** "Building a Brand around Product" Lindsey Boyd/Gwenn Whiteing, Owners, The Laundress or "Building a Brand around a Blue Box" Andrea Davey, VP Marketing, Tiffany & Co.  
- Prepare questions for Guest speakers or  
- CP- In-Class Case Study pre-read  
- Field Groups meet with instructor or TA March 25 / 27 to talk through Field Trip |
| 13 – March 27 | **Brand Strategy Development**                                       | - **Brand as Product, Symbol, Icon (cont.)**<br>- The Value Proposition<br>- Functional, emotional, self-expressive benefits<br>- The ‘product trap’ / Beyond Reason  
- In Class Cases: Bounty, BMW, Tesla - TBC  
- BSB - Chapter 3 (if already forgot)  
- CP- In-Class Case Study pre-read |
| 14 – April 1  | **Brand Strategy Development**                                       | - **Brand as Person and as Myth**<br>- archetypes<br>- storytelling<br>- Myth making  
- Prepare Presentation of Experience Assessment  
- RPB - Chapter 5  
- CP - Hartwell - Archetypes  
- CP- In-Class Case Study pre-read |
| 15 – April 3  | **Brand Strategy Development**                                       | - **Brand as Person and Myth Talk**<br>- **Guest Speaker:** "Ralph Lauren - Person, Brand, Myth" Patrice Louvet, CEO Ralph Lauren and/or "Brand Building and the Power of Myth" Wolf Schaefer, CSO SelectWorld (Ad Agency)  
- Prepare questions for Guest speakers |
| Before April 8 | **Brand Strategy Execution**                                         | - **Self-Guided Field Trip**<br>- Brand’s Identity? - How manifested in market?<br>- What should be improved/is missing?<br>- How could it be extended?  
- Prepare Presentation of Experience Assessment  
- BSB - Chapter 2 + 4  
- CP – Kuehlwein: Vanguard  
- Submit Field Trip Report by all groups |
| 16 – April 8  | **Brand Identity**                                                  | - **Brand as Organization**<br>- Organizing for Brand Management and...<br>- Brand as Organization  
- In Class Case: Vanguard Investment  
- Field Trip Presentations - Group 1  
- RPB - Chapter 6  
- CP - Schmitt: Experiential Brands and In-Class Case Studies  
- Submit 'Brand Execution' guest speaker: Creative Transformation or RFP |
| 17 – April 10 | **Brand Strategy Development**                                       | - **Brand as Experience**<br>- Brand as Experience, Gestalt and ‘Living It’  
- In Class Cases: Yuan, Freitag, Brunello Cuccinelli  
- Field Trip Presentations - Group 2 & 3  
- BSB - Chapter 3 (yes, once more)  
- Groups study different Positioning Models and prepare presentation. Use In-Class Cases to illustrate. |
| 18 – April 15 | **Brand Strategy Development**                                       | - **Brand Positioning**<br>- **Presentation/Debate:** Positioning Models<br>- The Positioning Journey/Brand Evolution<br>- Re-Positioning  
- In Class Cases: Joe and The Juice, Chobani, Old Spice - TBC  
- RPB - Chapter 2  
- CP - Consumer Research Tools and Targeting Models |
| 19 – April 17 | **The Customer Relationship**                                        | - **Targeting and Segmentation**<br>- Consumer Research Methods  
- RPB - Chapter 2  
- CP - Consumer Research Tools and Targeting Models |
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<tr>
<th>Date</th>
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<th>Details</th>
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<tr>
<td>20 – April 22</td>
<td><strong>Brand Strategy Development</strong></td>
<td>In Class Cases: Red Bull, Nespresso, Berluti TBC</td>
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<td>21 – April 24</td>
<td><strong>Brand Strategy Execution</strong></td>
<td><strong>Customer Relationship Talk</strong>&lt;br&gt;- Guest Speaker: &quot;Brand as a Meaningful Interaction&quot; Erich Joachimsthaler, Author/CEO, Vivaldi Brand Consulting and/or &quot;Searching for Meaningful Interaction&quot; Caroline Gibbons, Owner, Portico Research (ethnographic)</td>
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<td>22 – April 29</td>
<td><strong>Brand Strategy Execution</strong></td>
<td><strong>From Brand Strategy to Communication</strong>&lt;br&gt;- Assessing good communication, 'Un-Selling'&lt;br&gt;- Brand Strategy vs. Marketing Strategy&lt;br&gt;- Guest Speaker Agency Option 1: Creative Transformation or&lt;br&gt;- Guest Speaker Agency Option 2: The Request for Proposal - Hiring an Agency to Execute Brand Strategy</td>
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<tr>
<td>23 – May 1</td>
<td><strong>Brand Strategy Execution</strong></td>
<td><strong>In-Market/Media Execution</strong>&lt;br&gt;- Digital and Omni-Channel Branding&lt;br&gt;- Digital Branding and Social Media&lt;br&gt;- Omni-Channel and Omni Presence Branding</td>
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<td>24 – May 6</td>
<td><strong>Brand Strategy Execution</strong></td>
<td><strong>Digital and Omni-Channel Branding Talks</strong>&lt;br&gt;- Guest Speaker: &quot;Assessing a Brands Digital IQ&quot; Maureen Mullen, Co-Founder, L2Inc. / Gartner and/or &quot;Branding in an Omni-Channel World&quot; TBD</td>
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<td>25 – May 8</td>
<td><strong>Proposing an Ueber-Brand Strategy</strong></td>
<td><strong>Putting it all Together: Brand Strategy Presentations</strong>&lt;br&gt;- Strategic Brand Analysis&lt;br&gt;- How to Evolve/Re-Invent the Brand&lt;br&gt;- Key elements of execution(changes)&lt;br&gt;- Presentations and Q&amp;A Group I Cluster (1~3)</td>
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<tr>
<td>26 – May 13</td>
<td><strong>Proposing an Ueber-Brand Strategy</strong></td>
<td><strong>Presentations and Q&amp;A Group II Cluster (4~6)</strong>&lt;br&gt;- Debrief / Closing Thoughts</td>
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CONDUCT POLICIES

You are expected to attend all sessions, actively participate in discussions and assignment, complete assignments, and follow the honor code. **Students are expected to be:**

**Present:**
- On time and present for every session.
- Attendance tracked. – More than two un-excused no-shows lead to elimination.

**Prepared:**
- Complete pre-work needed, expect cold calling
- Bring nameplates and any presentation materials/equipment you might need

**Participating:**
- Constructive participation expected and part of grade
- No electronic devices unless used exclusively for note taking/reading or as instructed

ASSIGNMENT TYPES

<table>
<thead>
<tr>
<th>Type</th>
<th>Designation</th>
<th>Discussion</th>
<th>Preparation of submission</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>group/group</td>
<td>Permitted with designated group</td>
<td>By group</td>
<td>Same grade for each member of the group</td>
</tr>
<tr>
<td>B</td>
<td>group/individual</td>
<td>Permitted with designated group</td>
<td>Individually (No sharing of any portion of the submission.)</td>
<td>Individual</td>
</tr>
<tr>
<td>C</td>
<td>individual/individual</td>
<td>None of any kind</td>
<td>Individually</td>
<td>Individual</td>
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KEY ASSIGNMENT DETAILS:
Pages must be 12 font, 1.5 or double spaced, 1-inch margin (~375 words/page)

**Individual Assignments (Type C)**
Six assignments (numbered in syllabus) of 1-3 pages each (5%, each towards final grade)
Any of the Assignments might be replaced by the instructor with a Quiz (MCQ and short open questions)

**Group Assignments (Type A)**
Equity Audit for Brand X, report not exceeding 6 text pages, (10%)
Brand Experience Audit Brand Y, report not exceeding 6 text pages, must include visual documentation (10%)
Brand Strategy Recommendation for Brand X, report not exceeding 25 text pages (30%)
Details in Appendix and provided in first session

**Class Participation**
Includes branding models and mini cases you have studied as groups and will present and/or discuss in class (graded as type ‘B’).
APPENDIX – INSTRUCTOR BIO

JP Kuehlwein is a consultant advising on brand strategy and execution. He previously was Executive VP at Frédéric Fekkai, a prestige hair care business and help Brand Director and Director of Strategy positions at Procter & Gamble. His broad marketing and management experience include developing a strategy for the world’s leading detergent, creating a new-to-the-world food storage solution, introducing the disposable diapers category in India, designing a premium skin care brand in China and turning around a Prestige business in the US. He was also on the board of Smith & Norbu, a luxury eyewear start-up in Hong Kong.

JP holds bachelor degrees in Business from the Ecole Supérieure de Commerce, Reims (France) and University of Reutlingen (Germany) and a postgraduate diploma in Business Analysis from Lancaster University (UK). JP is on the advisory board of the Cosmetics and Fragrances Marketing and Management Master's Program at the Fashion Institute of Technology (FIT) and a Senior Fellow in Marketing at The Conference Board. His work has won numerous internal and external Marketing and Advertising awards and he was named “International Marketer of the Year 2016” by The Internationalist and Association of National Advertisers.

JP has co-authored the book “Rethinking Prestige Branding – Secrets of the Ueber-Brands” (Kogan Page, 2015) with Wolfgang Schaefer and regularly shares his expertise through academic-, professional- and social media and at industry events.
APPENDIX - READING

COURSE BOOKS

SUGGESTED READING
Among others, the following books are suggested reading/consulting* for a richer context/background for what we cover.


Select academic articles by the instructor:

COURSE PACK - READING / MULTIMEDIA EXAMPLES (in order of in-class use)
Important note: This is a DRAFT list which will be completed and re-issued by course pack release. NO PERMISSIONS have been granted yet for several of the documents listed.

Perspectives on Brand Strategy

Brand Equity

Brand Valuation
- Y&R’s ‘Brand Asset Valuation BAV’ model and methodology can be reviewed here: https://www.yr.com/bav
- Interbrand’s ‘Best Brands’ model and methodology here: https://www.interbrand.com/best-brands/

Brand Strategy Models
- Lucio Strategy Consulting (Dec 30 2012) Interview with Clotaire Rapaille author of The Culture Code (video) Lucio Strategy Group/YouTube https://www.youtube.com/watch?v=qelugvb1IPg
Brand Identity/Vision

Positioning Journey

Brand Strategy Execution
- L2/Gartner’s Digital IQ Index model and method can be accessed here: https://www.l2inc.com/about/l2-digital-iq-index

- Ueber-Brands Mini Case Videos: These are videos by/about the brand/subject which are usually less than 5 minutes long. https://www.youtube.com/watch?v=kLVbAm57Nx8&list=PLGkdZpfKPQFcujDkJx9AjywBZN1z4