

STRATEGIC BRAND MANAGEMENT

Course Times/Places

Class Meetings:	Mondays and Tuesdays 8:30 – 10:00 & 10:15 – 11:45 Borelli classroom - Raether Hall
Office Hours:	By appointment: Mondays, 12:30 – 2:30 Room: Woodbury 315 (Phone: 646-0393) E-mail: kevin.keller@dartmouth.edu
Academic Coordinator:	Alison Pearson Room: Buchanan 103 (Phone: 646-2515) E-mail: alison.pearson@dartmouth.edu

Required Text

Kevin Lane Keller, *Strategic Brand Management*, 4th edition, Prentice-Hall, 2013.

Course Objectives

Some of a firm's most valuable assets are the brands that it has invested in and developed over time. Although manufacturing processes can often be duplicated, strongly held beliefs and attitudes established in consumers' minds cannot. This MBA elective provides students with insights into how profitable brand strategies can be created. It addresses three important questions: (1) How do you build brand equity?; (2) How can brand equity be measured?; and (3) How do you capitalize on brand equity to expand your business? Its basic objectives are to provide an understanding of: (1) Important issues in planning and evaluating brand strategies; and (2) Appropriate concepts and techniques to improve the long-term profitability of brand strategies. The course consists of lectures, exercises, case discussions, and a brand audit project. The course content has relevance to students pursuing a variety of different career goals (marketing, consulting, entrepreneurship, etc.) in virtually any type of organization (public or private, large or small, etc.).

Course Organization and Administration

Strategic Brand Management is designed to improve student's marketing skills and understanding of specific marketing topics, as well as "big picture" issues of how various aspects of marketing "fit together," all from a brand equity perspective. Accordingly, Strategic Brand Management is organized around key product and brand management decisions. The course involves weekly sessions on Monday and Tuesdays and a brand audit project. The weekly sessions examine specific marketing topics from the perspective of building, measuring, and managing brand equity. These sessions combine lecture and case discussion. Background reading will include material from the instructors' textbook, *Strategic Brand Management* (4e). Case analysis focuses on a variety of different companies and brands showcased in updated draft cases from *Best Practice Cases in Branding* (4e), included in the course pack.

Course Requirements and Evaluations

1. **In-class contribution.** Adequate preparation for, regular attendance of, and full participation and involvement in the 18 class sessions. There are two individual short exercises, described later in the syllabus which should be turned in at the end of the class session for which they are assigned. You will also be asked to complete a Key Learnings worksheet at the end of every class.
2. **Midterm.** The midterm is the Starbucks case, a group write-up that is due at the beginning of class on January 29th. Your write-up should not exceed four single-spaced, 12-point font, 1-inch margin pages. Exhibits are not included in the page limit but should be used sparingly. Please make sure that you do not exceed this page limit. During class on January 29th, we will discuss this case. Be prepared to describe your analysis if asked to.
3. **Brand audit project.** In Strategic Brand Management, you form a "brand management team" with 3-4 other students to conduct the brand audit course project. The brand audit involves analyzing a brand of your choice and preparing a report and presentation for the last class session held on a special day, February 29th.
4. **Optional final exam.** An optional take-home final will be available in the course folder at 5 pm on the day of our last class session – the brand audit presentations – on February 29th. The final exam will increase the weight of in-class performance to 25% and adjust the other requirements' weights accordingly. Completed finals need to be turned into Alison Pearson electronically or otherwise by 5 pm on Monday, March 11th.

More detail on these requirements is provided below. Final grades are based on the designations and standards published in the MBA student handbook and the distributional grading norms of the business school. Grades are assigned according to how well I feel you have satisfied the course requirements. Final grades are based on my perceptions of your performance for the three main requirements, roughly according to the following weights:

1. In-class performance (15%)
2. Midterm (25%)
3. Brand audit project (60%)

Brand Audit Project

Students will form brand management teams consisting of 4-5 students to work on this project. Your assignment is to pick a brand from the list of the Interbrand & Business Week's Top 100 brands and conduct a brand audit. Each team must study a different brand, and brands are assigned on a "first come, first serve" basis. Once you have formed your groups, send me an e-mail with your brand and team members. I will confirm if the brand is appropriate and whether or not the brand is available. I will keep an updated list of brands in the course folder. Everyone must have a team, and all teams must have an approved brand, by the end of the fourth class on Tuesday, January 15th. Here is a link to the Interbrand report summarizing the Top 100 brands.

<http://www.interbrand.com/en/best-global-brands/2012/Best-Global-Brands-2012-Brand-View.aspx>

The analysis will be based entirely on information from public secondary sources, company web sites, as well as your own professional experiences and insights. I do not necessarily expect you to conduct any surveys or primary research. Specifically, you will assess brand planning, building, and growth of your chosen brand by addressing these questions:

1. **Brand planning assessment.** How would you characterize the positioning of your brand? Where are there the greatest opportunities to further enhance that positioning?
2. **Brand building assessment.** How much brand resonance does your brand have? What have been the key marketing activities that have most contributed to the success of achieving its resonance and positioning? How would you suggest that they improve on their brand building activities?
3. **Brand growth assessment.** How would you critique your brand's architecture? What is good and bad about its hierarchy? How does it fit into a broader brand portfolio? How well has it been expanded into new markets or channels? How would you judge its growth strategy?

There will be a special class session – and our last class – on Friday, February 29th for project presentations. Each team will have 15 minutes to present, with 5 minutes of that time devoted to Q&A. Four teams will be assigned to present each hour, and team members are expected to attend their entire assigned hour to listen and participate in the other three presentations. Not every team member has to make the actual presentation though.

Groups should turn in their final report and a copy of their PPT overheads at the beginning of the hour in which they present. The final report profiles the positioning of the brand, its sources of brand equity and provides recommendations concerning how to build and manage equity for the brand chosen. After summarizing current and desired brand knowledge structures, you should outline creative and relevant directions for management of your chosen brand, providing justification where appropriate with course concepts. Your final report must not exceed ten single-spaced, 12-point font, 1-inch margin pages. Exhibits can be added and are not included in the page total. Your presentation should be a top-line summary of the key points from your report.

Laptop Policy

Consistent with the policy of the school, laptops may be used during the class period only to consult your notes or for note-taking purposes. Repeatedly consulting your email and surfing the Internet or Tuck Intranet during class is strictly prohibited. I consider violation of this policy to be an honor code violation that should be treated as such.

Required Readings

The reading consists of chapters from the fourth edition of my textbook, *Strategic Brand Management*. Given the length of the textbook and the overall course demands, *almost all of the assigned chapters can be skimmed as need be*. Depending on student background and interests, however, certain sections of the text should be read more carefully. Six chapters that are likely to be of greater interest and importance to most – chapters 1, 2, 3, 8, 11, and 15 – are highlighted in italics below. These 6 chapters provide a good foundation to key branding topics.

The *Best Practice Cases in Branding* cases are different from standard HBS cases. The cases spotlight some of the world's most successful brands and companies over the last decade or so. The cases provide detailed descriptions of how the brand has performed in different markets. In each case, the marketers behind these brands and companies have all made noteworthy contributions to our

understanding of the strategic brand management process and how to best build and manage brand equity. The cases highlight these achievements.

As good as the marketers have been with their brands, however, marketing is never perfect. As these marketers themselves would probably readily admit, sometimes mistakes have been made and opportunities have been overlooked. If given another chance, they might have done some things differently. So in reading these cases, it is important to do so with a critical eye to properly discern the key lessons in strategic brand management. What did these brands do well? What was their formula for success? What could they have improved on? What might you have done differently? Finally, in looking forward, what kinds of things should be done so that the brand flourishes?

Supplementary Readings

A number of sources of additional information are available to further supplement the course readings which, depending on your career interests and goals, you may want to read at some point. Many of these readings are referenced in my text.

Most students find the articles in the academic journals themselves fairly dry and abstract but the *Journal of Marketing* (American Marketing Association, 250 S. Wacker Drive, Chicago, IL 60606) has more of an applied focus that makes it a little easier to digest. The *Journal of Brand Management* offers more of a European as well as more of an applied perspective that some may find useful (Henry Stewart Publications). The *Harvard Business Review* and *MIT Sloan Management Review* have included many branding-related articles in recent years. An excellent online site for lots of different articles is www.brandchannel.com.

In terms of current industry information, generally all of the main business publications (e.g., *Business Week*, *Fortune*, *Forbes*, and *The Economist*) as well as newer business publications (e.g., *Fast Company*) have marketing articles frequently dealing with branding issues. The *Wall Street Journal* has a daily column in Section 2 on advertising that often addresses branding issues. Two extremely useful industry trade publications are *Advertising Age* and *ADWEEK*. Both are excellent sources of current information about advertising, branding, and marketing in general for that matter.

Summary of Class Schedule and Assignments

The next page provides a summary of the topics and required textbook readings for each of the 18 sessions. The outline of class sessions that follows describes the topics discussed in each class session in more detail and the requirements that each student should meet in preparing for that class.

**Strategic Brand Management
Winter Quarter 2013**

Summary of Class Schedule

1	Mon	1/7	Course Introduction
2	Tue	1/8	CASE: Nike: Building a Global Brand
3	Mon	1/14	Brand Planning
4	Tue	1/15	CASE: American Express: Managing a Financial Services Brand
5	Tue	1/22	Brand Integration
6	Wed	1/23	CASE: Red Bull: Building a Brand in Non-Traditional Ways
7	Mon	1/28	Brand Metrics & Value
8	Tue	1/29	CASE: Starbucks: Managing a High Growth Brand
9	Mon	2/4	Brand Architecture
10	Tue	2/5	CASE: Intel: Building a Technology Brand
11	Mon	2/11	Brand Growth
12	Tue	2/12	CASE: GE: Branding in Business-to-Business
13	Mon	2/18	Branding Applications: Sports & Entertainment Branding
14	Tue	2/19	Branding Applications: Personal & Cause Branding
15	Mon	2/25	LIVE CASE: Harpoon: Crafting a Brand Niche
16	Tue	2/26	LIVE CASE: King Arthur Flour: Building Customer Loyalty
17, 18	Fri	2/29	SPECIAL CLASS: Brand Audit Project Presentations

1. **Course Introduction**
(Monday, January 7th)

Background

The objective of the first session is to provide the "big picture" for the course in terms of what strategic brand management is all about. The goal is for you to get a sense for what decisions must be made in brand management. *Before today's session, please read the **entire course syllabus carefully**.* The first chapter provides a useful overview of the scope involved in the course and the topics that will be covered and should be read.

Reading:

- Course Syllabus

- SBM (read)
 - *Chapter 1 (Brand and Brand Management)*

Topics:

- Course Structure and Content
- History of Branding
- Why do Brands Matter?
- Overview of Brand Equity
- Examples of Strong Brands

Written Individual Assignment (turn in at end of class):

Complete the "Personal Brand Preferences" worksheet in the appendix of the course syllabus.

2. **CASE: Nike**
(Tuesday, January 8th)

Reading:

- BPCB
 - Nike: Building a Global Brand

Assignment:

This case concerns the development of Nike's marketing programs in the U.S. and overseas. Having built a strong global brand, the issue faced by Nike is how to maintain global brand leadership in today's challenging marketing conditions. Class discussion will revolve around the following sets of questions that should be considered before class:

- 1) How has Nike's brand image and sources of brand equity evolved over its 50 year history? What has changed and what has remained the same?
- 2) What has Nike done well in building their global brand? Where has Nike failed?
- 3) Explain the importance of sponsorships and endorsements to Nike's business and expanding the brand globally?
- 4) Evaluate the Nike consumer experience. How does Nike connect with its consumers emotionally? What are the important aspects of the Nike experience? Where can Nike improve?

3. **Brand Planning**
(Monday, January 14th)

Background:

The objective of the next 4 sessions is to consider in depth how to build brand equity. Today's session provides the foundation for the sessions to follow. Specifically, we will develop a conceptual model of how to build brand resonance through the customer-based brand equity model and how to be properly positioned.

Readings:

- SBM (skim)
 - *Chapter 2 (Customer-Based Brand Equity and Brand Positioning)*
 - *Chapter 3 (Brand Resonance and the Brand Value Chain)*

Topics:

- Customer-Based Brand Equity Model
- Brand Resonance
- Brand Building Blocks
- Brand Positioning Criteria

Brand Project Tip:

Does your brand have a published brand strategy or strategic plan in its annual report or on its web site? Is it clear and cohesive? Do you agree with it?

4. **CASE: American Express**
(Tuesday, January 15th)

Readings:

- BPCB
 - American Express: Managing a Financial Services Brand

Assignment:

American Express is known worldwide for its charge cards, traveler's services, and financial services. As it grew from a nineteenth-century express shipping company into a travel services expert by the mid-1900s, American Express became associated in the minds of consumers with prestige, security, service, international acceptability, and leisure. As the company grew, it expanded into a variety of financial categories, including brokerage services, banking, and insurance, and by the late 1980s, American Express was the largest diversified financial services firm in the world. The company encountered difficulty integrating these broad financial services offerings, however, and this fact, combined with increased card competition from Visa and MasterCard, compelled American Express to divest many of its financial holdings in the early 1990s and focus on its core competencies of travel and cards. By the end of the 1990s, American Express was again seeking to broaden its brand to include select financial services in order to achieve growth. Since then, American Express faced a number of issues in the 2000s, including a highly competitive credit card industry, a slowing economy, and a sluggish travel industry.

- 1) How does the role of branding differ for consumer services vs. consumer products?
- 2) Evaluate American Express' brand equity. How well is it positioned in terms of its competition? How has it changed over time?
- 3) Discuss the company's decision to grow beyond its core affluent consumer base. What did this do for the company and the brand?
- 4) Evaluate American Express' brand architecture. How can the company maximize its equity across all of its products and business units?

5. **Brand Integration**
(Tuesday, January 22nd)

Background:

This session concerns how to optimize marketing activities and programs to build brand equity. Although you have probably studied the "4 P's" in other courses, you probably have not considered them from the perspective of brand equity and the effects of marketing activities and programs on brand knowledge structures. The readings are relatively long and detailed, but as much of it is review, it looks more daunting than it really is and can be skimmed. We will also consider how to choose brand elements (i.e., brand names, logos, symbols, slogans, etc.) and the role they play in contributing to brand equity as well as how to leverage secondary associations to build brand equity.

Readings:

- SBM (skim)
 - Chapter 4 (Choosing Brand Elements to Build Brand Equity)
 - Chapter 5 (Designing Marketing Programs to Build Brand Equity)
 - Chapter 6 (Integrating Marketing Communications to Build Brand Equity)
 - Chapter 7 (Leveraging Secondary Brand Associations to Build Brand Equity)

Topics:

- Brand Element Guidelines and Examples
- Personalizing Marketing
- Value Pricing
- Blending "Push" and "Pull" Strategies
- Integrated Marketing Communications
- Leveraging Secondary Associations

Brand Project Tip:

How many different channels and types of communications does your brand employ?
How well integrated are they?

6. **CASE: Red Bull**
(Wednesday, January 23rd)

Readings:

- BPCB
 - Red Bull: Building A Brand in Non-Traditional Ways

Assignment:

This case concerns the phenomenal success and unconventional marketing of Red Bull. Red Bull GmbH was founded in 1985 by Dietrich Mateschitz, an Austrian who was a former marketing manager for Procter & Gamble. Mateschitz launched Red Bull Energy Drink in Austria in 1987 using the slogan “Red Bull verleiht Flüüügel” (“Red Bull gives you wiiings”). Over the next 20 years, Red Bull achieved remarkable growth considering the product was available for years in only one stock-keeping unit (SKU)—the now-famous silver 250 ml (8.3 oz.) can—and received little traditional advertising support. Although several major beverage companies, including Coca-Cola, Anheuser-Busch, and PepsiCo, have introduced similar products, Red Bull has basically maintained its energy drink market share lead in every mature market. Its meteoric rise and continued dominance of its category has made Red Bull one of the most successful new beverages in history. The challenge for its brand marketers, however, is to design marketing to continue to fuel its stellar growth as current competitors become more aggressive and additional competitors enter the market. Class discussion will revolve around the following four issues that should be considered before class:

- 1) How does Red Bull position its brand and what are its sources of brand equity? Do these sources change depending on the market or country?
- 2) Analyze Red Bull’s marketing strategy in terms of how it contributes to the brand’s equity. Discuss its strengths and weaknesses.
- 3) Assess the pros and cons of the Red Bull Cola and Red Bull Energy Shot extension. What’s next for the company in terms of brand extensions? Explain.
- 4) How effective is Red Bull at communicating to various consumer groups? Are they well-positioned for the long-run? How can Red Bull maintain its marketing momentum?

7. **Brand Metrics & Value**
(Monday, January 28th)

Background:

In this session, we will explore a number of different ways to measure brand equity. Chapter 8 deals more with the process of managing brand equity measurement and provides a useful foundation and is recommended. Chapters 9 and 10 may be a review in spots, depending on your familiarity with marketing research techniques, but also contains some new material.

Readings:

- SBM (skim)
 - *Chapter 8 (Developing a Brand Equity Measurement System and Management System)*
 - Chapter 9 (Measuring Sources of Brand Equity: Capturing Customer Mind-Set)
 - Chapter 10 (Measuring Outcomes of Brand Equity: Capturing Market Performance)

Topics:

- Indirect and Direct Measures of Brand Equity
- Qualitative, Exploratory Research
- Quantitative, Tracking Research
- Experimental Approaches to Measure Brand Equity
- Industry Measurement Models of Brand Equity
- Financial Measures of Brand Equity
- Brand Equity Measurement System

Brand Project Tip:

What public information exists on brand value and marketing productivity for your brand?

8. **CASE: Starbucks**
(Tuesday, January 29th)

Reading:

- BPCB
 - Starbucks: Managing a High-Growth Brand

Assignment:

This case considers the challenges in developing marketing strategies and plans for a high growth brand and describes the history and early successes of Starbucks. By transforming the coffee category, Starbucks was one of the true marketing success stories of the 90's. Despite this remarkable growth, critics questioned whether Starbucks lost focus as the company strived to constantly reinvent itself and whether the Starbucks brand had grown too quickly. Could the diversity and rapid growth of Starbucks' various business ventures cause the company to lose touch with its loyal coffee-loving customer base? How could a company like Starbucks that was exploring so many new business opportunities remain focused on its core values and business objectives? Its up-and-down performance in recent years only highlights the importance of these concerns and questions. Class analysis will revolve around the following questions that should be addressed in the mid-term analysis before being discussed in class:

- 1) How did Starbucks create such a successful brand? Using course concepts, characterize and evaluate their marketing and branding strategy over the years.
- 2) Evaluate Starbucks' growth strategy through the years. How has it changed in some aspects and remained the same in other aspects?
- 3) Analyze the problems that Starbucks encountered in the mid-2000s. What went wrong and why? What has Starbucks done in recent years to get back on track?
- 4) What's next for Starbucks? What would you do if you were Schultz?

9. **Brand Architecture**
(Monday, February 4th)

Background:

The objective of the next 4 sessions is to consider in depth how to manage brand equity. In today's session, we take a broader perspective to consider various multi-brand issues. What role should the corporate name and image play in individual brand strategies? We also will consider issues concerning the appropriate product and brand strategy to effectively leverage brand equity and introduce new products. Which product or service categories should be considered and what names and other brand elements should be applied?

Readings:

- SBM (skim)
 - *Chapter 11 (Developing and Implementing Brand Architecture Strategies)*
 - Chapter 12 (Introducing and Naming New Products and Brand Extensions)

Topics:

- Corporate Branding Strategy
- Brand Hierarchy
- Brand Portfolios
- Line Extensions
- Category Extensions

Brand Project Tip:

Is there a published brand architecture (hierarchy and/or portfolio) for your brand anywhere? Is it at least implicitly addressed in the company's annual reports or other public documents?

10. **CASE: Intel**
(Tuesday, February 5th)

Reading:

- BPCB
 - Intel: Building a Technology Brand

Assignment:

Intel has spent decades creating not only the most recognizable brand in the microprocessor industry but also one of the most valuable brands in the world. The company's challenge now is to extend that equity into innovative new categories while maintaining its leadership in the microprocessor industry. This case raises a number of issues concerning the launch of new products and the development of an effective branding strategy. Class discussion will revolve around the following questions that should be considered before class:

- 1) What are the success factors for an ingredient branding strategy? Why was the Intel Inside campaign so successful?
- 2) Evaluate Intel's brand architecture over the years. What do you think of Intel's use of the Pentium family of processors? Did Intel make the right decision by extending the name through the Pentium 4 processor? Was having a good/better/best product line (Celeron, Pentium, Xeon) a good decision for Intel?
- 3) Intel has made a number of significant branding and strategic changes in recent years, e.g. Leap Ahead, Sponsor of Tomorrow, Core i3, i5, i7 renaming, etc. What's worked and what hasn't? Why?
- 4) What does the Intel brand mean to consumers today? Has it move beyond the image of a "microprocessor" company?

11. **Brand Growth**
(Monday, February 11th)

Background

One important implication of managing brand equity is to take a long-run perspective to consider how past brand knowledge affects the future actions a brand can take. One particularly difficult challenge faced by many firms is how to expand their brand franchise, e.g., by attracting new, younger customers, without alienating or losing their existing customers. In this session, we also expand our geographic boundaries to take a global perspective and consider the implications of different cultures on effective brand management.

Readings:

- SBM (skim)
 - Chapter 13 (Managing Brands Over Time)
 - Chapter 14 (Managing Brand Over Geographic Boundaries and Market Segments)

Topics:

- Reinforcing Brands
- Revitalizing Brands
- Global Branding Strategies

Brand Project Tip:

How active has your brand been with new product introduction? How has the brand been expanded across geographies? How many countries is your brand in?

12. **CASE: GE**
(Tuesday, February 12th)

Readings:

- BPCB
 - GE: Branding in Business-to-Business

Assignment:

As General Electric's ninth chairman, Jeff Immelt, took office as Chairman of the Board and Chief Executive Officer, a struggling economy, rising fuel costs, and global warming were the major concerns of the day. Immelt believed that the future of the company lay in innovation and emerging technologies such as fossil fuels and wind power. He began to implement this vision, first dropping the well-known slogan "We Bring Good Things to Life" for "Imagination at Work" in 2003. Then, as stricter global regulations and environmental concerns became more prominent, he launched a company-wide initiative called "Ecomagination" in 2005, which set aggressive goals for GE to produce cleaner technologies. This major shift in marketing and business strategies did not immediately boost GE's stock, however, which hovered around \$30 per share after Immelt took over as CEO. Nevertheless, Immelt continued to believe that focusing on innovation and eco-friendly technology was the best, most profitable direction for the company. The cases analysis addresses the wisdom and likely success of these moves.

- 1) Discuss the importance between B2B and B2C marketing. What makes a strong B2B brand? How do B2B marketing and brand strategies differ from consumer marketing?
- 2) Evaluate the initiatives of Ecomagination and Healthymagination. What are the positive and negative aspects of these programs?
- 3) What have Ecomagination and Healthymagination done for GE's brand?
- 4) Considering the unique and difficult economic times over the past decade (recession, financial crisis, etc.), do you think GE has had the right marketing strategy in place? Explain.

13. **Brand Applications: Sports & Entertainment Branding**
(Monday, February 18th)

Background

Branding has become pervasive in a wide variety of settings beyond traditional consumer products and services. In this session, we consider some of these applications, with particular emphasis on sports and entertainment brands in the context of ESPN X Games.

Readings:

- SBM (read)
 - *Chapter 15 (Closing Perspectives)*
- BPCB
 - ESPN X Games

Assignment:

The X Games are ESPN's largest owned and operated property and regarded as the "gold standard" for events in the action sports world. The X Games began in 1995 as a bi-annual event in the United States, but quickly grew into a franchise that has staged more than 65 events, been attended by more than 2.5 million fans, successfully launched a variety brand extensions in consumer products and home entertainment, and touches all seven continents. The history of X Games is unique in that every year has proven to be a pivotal moment in the evolution of the franchise. Not only has X Games itself evolved tremendously but also the action sports industry, in general, and the competition. The next few years will again proved to be a critical time as X Games has a unique opportunity to shape the franchise, the action sports business model, and the involvement of its sponsors. Class discussion will revolve around the following questions that should be considered before class:

- 1) What are the sources of ESPN X Games' brand equity?
- 2) Describe some of the challenges associated with ESPN X Games. Why *would* a company want to join this partnership? Why *wouldn't* a company want to partner?
- 3) Are there any sponsors not involved with X Games that are a good fit? Which sponsors received the most value from their partnerships? Which sponsors received the least value from their partnerships?
- 4) What should the ESPN X Games franchise leaders do next (as it relates to their partners)?

14. **Branding Applications: Personal & Cause Branding**
(Tuesday, February 19th)

Background

Anything can be branded – including people. Anyone trying to build a career can be thought of as trying to create his or her own brand. Certainly, one key for a successful career is that certain people (e.g., co-workers, superiors, or even important people outside the company) know who you are and what kind of person you are in terms of your skills, talents, attitude, and so forth. By building up a name and reputation in a business context, a person is essentially creating his or her own brand. The right awareness and image can be invaluable to the manner in which people treat you and interpret your words, actions, and deeds. In this session, we will consider your own personal brand and how it should be managed. We also consider the broader role of non-profit and cause branding in the context of PRODUCT (RED)

Readings:

- BPCB
 - PRODUCT (RED)

Written Individual Assignment (turn in at end of class):

Complete the “I Am A Brand” worksheet in the appendix of the course syllabus.

Case Assignment:

Founded by U2 lead singer Bono and Kennedy heir Bobby Shriver, (PRODUCT) RED is defined as a for-profit “economic initiative” created to help treat and eliminate AIDS in Africa by joining forces with some of the strongest marketing brands in the world. The results have been staggering – over \$190 million has been donated to date – and (RED) has set a new aggressive but achievable goal. (RED) wants Africa to give birth to an Aids Free generation by 2015. That would mean putting 1.4 million pregnant HIV+ women on treatment over the next few years. The organization is working hard to partner with the right companies and communicate its message through traditional and social media in order to reach this goal. Class discussion will revolve around the following questions that should be considered before class:

- 1) How would you characterize the (PRODUCT) RED brand? What are the sources of (PRODUCT) RED’s brand equity?
- 2) What are the strengths and weaknesses associated with (PRODUCT) RED’s brand strategy? Why *would* a company want to join this partnership? Why *wouldn’t* a company want to join this cause?
- 3) What challenges does (PRODUCT) RED face? Is the controversy over (PRODUCT) RED good or bad? Why?
- 4) How can (RED) better leverage the (PRODUCT) RED brand and community to generate funds and awareness for the issue?

15. **Live Case: Harpoon**
(Monday, February 25th)

Readings:

- BPCB
 - Harpoon: Crafting a Brand Niche

16. **Live Case: King Arthur Flour**
(Tuesday, February 26th)

Readings:

- BPCB
 - King Arthur Flour: Building Customer Loyalty

Assignment:

Beginning in the mid-1990s, King Arthur Flour experienced numerous years of tremendous growth, expanding from a regional presence to a national presence. The company expanded its distribution network from eleven states to all fifty states from 1993 to 2003 but was challenged with finding a sustainable pace of growth. While it sought to increase its brand reach and recognition, the company recognized that its customers valued the baking community that surrounded King Arthur Flour. Growing too fast risked diluting the feeling of community and perception of quality that serious bakers associated with the brand. Furthermore, King Arthur Flour was a small company and had limited resources for building its brand. It had to carefully allocate its business-to-business and business-to-consumer marketing efforts

- 1) What are King Arthur Flour's main sources of brand equity? How have they evolved over time?
- 2) Evaluate King Arthur's transition from a flour company to a complete baking company. How did it impact the King Arthur brand image?
- 3) Evaluate King Arthur's efforts at building a brand community. How does it fit into their total marketing program?
- 4) Moving forward, how would you prioritize King Arthur Flour's marketing activities?

17,18. **Special Class: Brand Audit Project Presentations**
(Friday, February 29th)

This last class session is for project presentations. Presentations will be scheduled in one hour blocks from 8:30 – 11:30 am and noon – 5 pm. Four teams will be assigned to present each hour, and team members are expected to attend their entire assigned hour to listen and participate in the other three presentations. Each team will have 15 minutes to present, with 5 minutes of that time devoted to Q&A. Not every team member has to make the actual presentation though.

Groups should turn in their final report and a copy of their PPT overheads at the beginning of the hour in which they present. The final report profiles the positioning of the brand, its sources of brand equity and provides recommendations concerning how to build and manage equity for the brand chosen. After summarizing current and desired brand knowledge structures, you should outline creative and relevant directions for management of your chosen brand, providing justification where appropriate with course concepts. Your final report must not exceed ten single-spaced, 12-point font, 1-inch margin pages. Exhibits can be added and are not included in the page total. Your presentation should be a top-line summary of the key points from your report

**Tuck School of Business
Dartmouth College**

**Winter Quarter 2013
Professor Kevin Lane Keller**

**STRATEGIC BRAND MANAGEMENT:
Personal Brand Preferences
Individual Written Exercise I**

- 1) Name: _____ Section _____
- 2) Marketing experience:
- 3) Career goals:
- 4) What are 5 of your favorite brands? Why?
 - a.
 - b.
 - c.
 - d.
 - e.
- 5) What do your favorite brands tell you about what makes a successful brand?

Tuck School of Business
Dartmouth College

Winter Quarter 2013
Professor Kevin Lane Keller

STRATEGIC BRAND MANAGEMENT
I Am a Brand
Individual Written Exercise II

For this exercise, consider your career after graduation. What kind of “brand” would you like to build for yourself? Answer the following two questions concerning brand strategy to provide some marketing perspectives.

1. Define the **2-3** desirable, deliverable and differentiating points-of-difference you would like to establish for yourself in your business career in the **long-run**. In other words, what ways can you be unique to other top-tier MBAs as your career progresses? What are the **1-2** key points-of-parity you will also need to negate any possible weaknesses?
2. What kinds of things will you need to do in the future that you are not doing now to achieve your desired positioning?