

Course Details

Course Title: Strategic Brand Management

Credit Hours: 03

Course Code: MKT–813

Program: EMBA

Course Description

One of the most valuable assets a firm has are the brands it has invested in and developed over time. Although competitors can often duplicate manufacturing processes and factory designs, it's not so easy to reproduce strongly held beliefs and attitudes established in the minds of consumers. The difficulty and expense of introducing new products, however, puts more pressure than ever on firms to skillfully launch their new products as well as manage their existing brands. Although brands may represent invaluable intangible assets, creating and nurturing a strong brand poses considerable challenges. The brand management is an ongoing process that involves maintaining consistency around your brand creating positive association with your audiences. An understanding of the psychological aspects of consumers' awareness, preference, and loyalty to brands is vital in developing strategies for long-term company growth.

This course will provide appropriate theories, models and other tools on which to make better product and branding decisions. Particular emphasis will be placed on understanding the brand decision-making by consumers between brands and products, developing critical skills in building the product portfolio, measuring brand performance, and developing, implementing, and monitoring brand equity strategies. This course is based upon the premise that the ultimate consumer is the key to success of many marketing efforts and hence marketers need to know how to manage their brands and products within these consumer markets. A special emphasis is given to sharpen the decision-making skills of participants, from the perspective of brand managers.

Course Learning Outcomes

By the end of the module students will be able to:

1. **Analyse** key challenges while managing brands under different theoretical frameworks.
2. **Examine** the internal and external market forces that influence brand management theory and practice.
3. **Evaluate** the usefulness of various brand management tools (i.e., brand audit studies, application of consumer based brand equity model, mental mapping) to devise futuristic branding strategies.

Required Course Material

4. Assess ethical dilemmas that influence the formulation of brand management programs.

Program Goals & Learning Objectives

Goal 1: Students will be capable of critical thinking.

LO 1.1: Students will be able to solve problems with the application of business knowledge.

LO 1.2: Students will be able to evaluate competing decision criteria and alternatives.

Goal 2: Students will demonstrate leadership skills.

LO 2.1: Students will be able to develop the ability to lead and manage in teams.

LO 2.2: Students will be able to make sound decisions.

Goal 3: Students will learn to communicate effectively.

LO 3.1: Students will be able to communicate effectively in oral presentations.

LO 3.2: Students will be able to create professional reports.

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment.

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation.

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives.

Mapping - CLOs with LOs

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Evaluation Item
CLO 1		✓							Quiz / Project
CLO 2		✓							Assignment/experiential activities
CLO 3								✓	Exam/ Quiz / Assignment
CLO 4								✓	Exam/ Quiz / Assignment

Text Book: Keller, K. L., Parameswaran, A.M.G., & Jacob, I. (4th edition). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.

Course Evaluation (Grade Breakup)

Grading will be done as per NBS criteria. The breakup of the grade points is as follows:

Final Exam	30%
Mid Semester Exam	15%
Project	15%

- Report = 5	
- Viva = 10	
Quizzes	10%
In-class experiential activities/Case study discussions	30%
- Class participation = 10	
- Case discussion/presentations = 20	

Course Content (Weekly)

Week	Lecture No. and Topic	Description of topic	Session Outcomes (Students should be able to...)
Module I: The world of Brands			
1	LECTURE 1: Brands and Brand Management	<p>An Introduction to the world of branding</p> <ul style="list-style-type: none"> - What is a brand? (The brand elements + brands vs products differentiation) - Why do brands matter? To consumers? To firms? To society? To earth- the habitat? - How and when- the conditioning? - Can/should everything be branded? A brandless world- the other side of branding? - What are the brand management challenges, opportunities? The strategic brand management process- do firms always follow it? - How come, unbranded (really are they?) firms succeed? 	Understand the brand management process and the associated challenges for firms (CLO # 1)
Module II: Brand Strategy			
2	LECTURE 2 Keller Ch. 2: Customer-based brand equity and brand positioning	<p>Brand Strategy I</p> <ul style="list-style-type: none"> - The process to identify science behind brand positioning- basics of managerialism - Customer based brand equity (CBBE)—a bridge between consumer and brands- can it bring society inside? Society is important- how and when? Are 	Identify sources of brand equity while following a brand-oriented marketing strategy (CLO# 1 & 2).

		<p>we thinking too much about macro-branding?</p> <ul style="list-style-type: none"> - Sources of brand equity (brand awareness and brand image)- the practical examples - Positioning guidelines and brand mantra; Nike or Disney brand mantra –can it be applied to position ECS/Lucky Irani Circus/ Margalla Zoo? Or any other local brand in the category? 	
3	<p>LECTURE 3: Keller Ch. 3: Brand Resonance and Brand Value Chain</p>	<p>Brand Strategy II</p> <ul style="list-style-type: none"> - Do we need to build stronger brands? The four stage process of brand building - Brand resonance model with its implications for local brands - Brand value chain framework, its implications and challenges to practice <p>Quiz # 01 (chapter 01 and 02)</p>	<p>Understand the nature of consumer-brand relationships (CLO# 1 & 2).</p>
4	<p>LECTURE 4: HBS Case Discussion</p>	<p>Brand Strategy III Unilever: Using Horlicks’ Brand Equity to Lead HBS Case W20177-PDF-ENG</p>	<p>Learn the process and associated challenges of consumer-brand relationship formation (CLO# 1 & 3).</p>
Module III: Brand Equity and Marketing Programs			
5	<p>LECTURE 5: Keller Ch. 4: Choosing Brand Elements to Build Brand Equity</p>	<p>Designing and Implementing Brand Marketing Programs I</p> <ul style="list-style-type: none"> - Brand elements - The criteria to choose brand elements. A comparison between offensive and defensive strategies - Practical examples on the selection of brand elements 	<p>Understand the brand elements criteria and resulting marketing activities used by brands to establish and strengthen brand positioning (CLO# 2 & 3).</p>

		<ul style="list-style-type: none"> - Encountering counterfeits - Options and tactics for brand elements - Packaging- the science behind environmentalism 	
6	LECTURE 6: Keller Ch. 5: Designing Marketing Programs to Build Brand Equity	Designing and Implementing Brand Marketing Programs II <ul style="list-style-type: none"> - Contemporary issues in marketing science and practice (i.e. personalizing marketing, permission marketing, customization vs one-on-one marketing) - Product strategy (after marketing) - Pricing strategy - Placement strategy (private labels- threats and opportunities for managers) Quiz 02 (chapter 04 and 05)	Identify the marketing mix choices for effective brand management (CLO# 1 & 3).
7	LECTURE 7: Keller Ch.5: Designing Marketing Programs to Build Brand Equity	Designing and Implementing Brand Marketing Programs II Philips India: The Launch of New Air Purifiers Bestseller HBS Case W25198-PDF-ENG	Learn designing of marketing mix for successful brand programs (CLO# 1 & 2).
8	LECTURE 8: Keller Ch. 6: Designing IMC to Build Brand Equity	Designing and Implementing Brand Marketing Programs III <ul style="list-style-type: none"> - The new media environment – challenges associated with a pool of media mix - Major marketing communication options - Brand amplifiers (PR and WOM, e-WOM) - The development of an IMC 	Learn core elements of IMC strategy to establish brand positioning (CLO# 1, and 3).

		program	
9	<u>MID-TERM EXAM WEEK</u>		
10	LECTURE 9: Keller Ch. 7: Leveraging Secondary Associations to Build Brand Equity	Designing and Implementing Brand Marketing Programs IV - Conceptualizing the leveraging process - Modern concepts and their applications in COO, co- branding, licensing, celebrity endorsement, and branding of events	Understand the role of secondary brand associations to build brand equity (CLO# 2 & 3)

Module IV: Growing and Sustaining Brand Equity			
11	LECTURE 10: Keller Ch. 11: Designing and Implementing Brand Architecture Strategies	Growing Brand Equity I - The rationale behind brand architecture - Three-step process of brand architecture strategy - Cases/brand examples in brand portfolio, brand hierarchy, and corporate branding - Brand architecture guidelines- a debate Quiz 03 (chapter 06 and 07)	Learn brand portfolio management and brand architecture strategies (CLO# 1 & 3).
12	LECTURE 11: Keller Ch. 12: Naming new products and brand extensions	Growing Brand Equity II What's in a name? That we call fair by any other name will it sell as well? HBS Case A00436-PDF-ENG	Understand the process of brand naming and the ways to extend brands (CLO# 2 & 3).

13	LECTURE 12: Keller Ch. 13: Managing brands over time	Growing Brand Equity III Harley-Davidson: Rejuvenating an Iconic Brand	Learn the techniques to reinforce and revitalize brands (CLO# 1, 2 & 3).
14	LECTURE 13: Keller Ch. 14: Managing Brands Over Geographic Boundaries	Growing Brand Equity V - Regional, cultural, and regional - Pros and cons of standardization vs customization - (Dis)Advantages of global marketing programs –are these really possible today? - Global branding strategy and rethinking CBBE model from a globalism perspective	Understand the rationale and the strategic steps in developing global brand positioning (CLO# 2, 3 & 4).
15	LECTURE 14: Brand Management System (Industry tour/guest lecture)		
16	Buffer week		
17	Group Presentations of Brand Audit Project		
18	<u>FINAL EXAM WEEK</u>		

Details of Assessments

In-class experiential activities/case study discussion (30%)

There is a list of popular Harvard Business School (HBS) case studies. You will find these insightful. All of you are strongly advised to read these case studies and articles before approaching the class. A better

approach is to read and discuss among peers. The instructor will provide you with some questions/outline/case maps in the class which you will follow to reach meaningful conclusions. Several times, a case study discussion might involve some in-class work by using the internet, thus, it is suggested to bring laptops in the class (I will advise further). Moreover, case study presentation can both be individual or group, depending on the class learning objectives. This not only includes case study discussions/presentations, but also involves other experiential learning exercises.

Quizzes (10%)

There will be a total of three announced quizzes in the class. The purpose of this activity is to ensure you are reading the assigned material and it will assess your conceptual clarity.

Project (15%)

You are required to conduct a brand audit. There are multiple options to select a brand which will be shared in the class. However, I would like to recommend you select a brand you are currently working and conduct an audit report. Some more details, and a complete project outline will be shared in the first few weeks of the semester.

Examination (45%)

The course will have two exams, i.e., a midterm (15%) and a final exam (40%), to measure your understanding of the concepts and their application. The mid-term exam will be conducted in the 9th while a final exam will be conducted in the 18th week of the semester. I will share some more details in the coming weeks of this semester.

Attendance:

- In the event of a missed session, it is the student's responsibility to consult LMS and their classmates for missed content.
- Class attendance will be taken in the first 10 minutes of the class. Do not be late for class otherwise, you will be marked **absent** for the session(s). If you are away on official NUST duty, it is the student's responsibility to inform the instructor on time with an official note.
- It is the student's responsibility to continuously monitor his/her attendance. **Do Not ask the instructor to change/modify the attendance** unless there has been an accidental oversight. In such an event, the student should inform the instructor of the error (with proof) **before** the month ends.

Discipline / Deadline Extension Policy:

Students are intimated in advance that there is no room for deadline extensions in this module for the individual as well as for group activities/ submissions. The sole reason for this is the provision of similar grounds for each student. Therefore do not ask for any such favours. Prove yourself as an educated, well-groomed individual during your stay.

Academic Dishonesty:

You are responsible for knowing and enacting academic conduct that is in line with the University's statement entitled "Academic Dishonesty" available at:

https://nust.edu.pk/wp-content/uploads/2020/03/Code_of_Ethics.pdf

The statement highlights examples of unacceptable behaviour which include, but are not limited to, the following:

- **Cheating**: Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise; copying from another student's examination; submitting work prepared in advance for an in-class examination; taking an examination for another person or conspiring to do so.
- **Plagiarism**: Intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise; failure to attribute direct quotation, paraphrase, or borrowed facts or information

Examination:

The course will have two exams to measure your understanding of the subject, mid-term in the 9th and final in the 18th week of the course. Students are required to present their arguments in a systematic and well-balanced approach. The use of headings will be highly appreciated. You are advised to not answer the questions in the form of bullet points.

Missed Classes:

Students are encouraged not to miss classes, however, in the case of such eventuality they are required to follow up with peers and come up well prepared in the classes to come. *No excuses will be dealt with on this account.*

Consultation & Contact:

I am available in my office every day except Monday, but you need to seek an appointment through my official email muhammad.waqas@nbs.nust.edu.pk at least a day in advance other than in emergency cases.

Cell Phone Policy:

When cell phones ring and students respond in class or leave class to respond, it disrupts the class. The use of cell phones or similar communication devices during scheduled classes is prohibited. At the discretion of the instructor, an exception to this policy is possible, in special circumstances.

Reading Policy:

Students are responsible for coming prepared to class. The required reading material assigned for each class must be prepared before the session as this is necessary for conducting a discussion-based interactive session.

Dos and Don'ts:

<i>DO</i>	<i>DO NOT</i>
Come to class on time and having completed the reading material.	Submit assignments, and quizzes late. Such assignments and quizzes will not be accepted.
Take notes during the lectures.	Cause disturbance in class.
Research topics and news items for constructive (and respectful) in-class debates.	Eat/Drink food in class.
Let the lecturer know in advance if you need to miss a class.	Ask the lecturer to reschedule deadlines.
Constantly monitor the course outline and have it with you at all times.	Ask the lecturer to change attendance details.
Switch off/Put your phones on silent during class.	Forget to write some form of identification on each document that is due for submission of any kind.
Follow submission instructions for any assessment content	Make up your own format of labelling/submission of assessed material – you will lose marks for this