



北京大學  
汇丰商学院

Peking University HSBC Business School

# MGT564

## Brand Management

### Module 3, 2018-2019

#### Course Information

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**Instructor: Dandan Tong (Assistant Professor)**

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Office Hour: Thursdays 1:00-3:00 pm (By appointment)

**Teaching Assistant:**

Phone:

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**Classes:**

Lectures: Tue & Fri 10:30-12:20pm (Class starts on Feb 19)

Venue: PHBS Building, Room 425

## 1. Course Description

### 1.1 Context

Course overview:

Strategic brand management is the process of building, measuring, and managing brand equity. This course aims at providing students with both (1) conceptual understanding on what strategic brand management is and why it is so important in the contemporary business world and (2) practical marketing research that is useful for strategic brand management. Upon completion of this course, students are expected to have adequate knowledge and technical skills to perform successfully as a brand manager.

Prerequisites: The prerequisite is not necessary.

### 1.2 Textbooks and Reading Materials

**Textbook**

*Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 4<sup>th</sup> edition, by Kevin Lane Keller, Pearson Education/Prentice-Hall, 2013.

**Supplementary Reading Materials**

1. Keller, Kevin Lane, Brian Sternthal, and Alice Tybout (2002), "Three Questions You Need to Ask about Your Brand," *Harvard Business Review*, 80 (9), 80-86.  
<https://hbr.org/2002/09/three-questions-you-need-to-ask-about-your-brand>
2. Greyser, S. A., & Urde, M. (2019). What Does Your Corporate Brand Stand For?. *Harvard Business Review*, (January February 2019), 82-89.
3. Holt, D. (2016). Branding in the age of social media. *Harvard business review*, 94(3), 40-50.

## 2. Learning Outcomes

### 2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Course Assignment
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Case Discussion, Course Assignment
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Case Discussion
	2.2. Students will be able to apply leadership theories and related skills.	Not applicable
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Case Discussion, Course Assignment
	3.2. Our students will practice ethics in the duration of the program.	Course Assignment
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Case Discussion
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Course Assignment
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Case Discussion
	5.3. Our students will demonstrate competency in critical thinking.	Case Discussion

### 2.2 Course specific objectives

After completing this subject, students should be able to:

1. Analyze the fundamental principles involved in managing products and their brands;
2. Explain the critical importance of branding for superior business performance;
3. Apply branding principles by conducting an in-depth brand management project using a real-world company as an example.

### 2.3 Assessment/Grading Details

Final grades will be based on your performance for the three main requirements, according to the following weights:

Class Participation	10%
In-Class Assignments	25%
Case Analysis	20%
Final Project	45%
Presentation	(25%)
Written Report	(20%)
<hr/> Total:	100%

### **2.3.1 Class Participation and Peer Evaluation**

Your preparation and attendance are very important for this course. Adequate preparation for, regular attendance of, and full involvement in class sessions including class discussions and group activities are required. Class participation and involvement is worth 15% of the grade and will be based on my perception of your performance and attendance list.

Each individual in all the groups will have the opportunity to provide feedback on other members' performance to the instructor. Students who do not contribute to an assignment may be allocated a lower mark or assigned a mark of zero.

### **2.3.2 In-Class Assignments**

There will be quiz, in-class discussions, and other in-class exercise, working individually. The assignment details will be announced in class. Students also need to prepare for in-class discussion of business cases.

### **2.3.3 Case Analysis (Group)**

This assignment involves cases we will discuss during the term. All students are required to read the cases and prepare the class discussion before they come to the class. Each group will be responsible for presenting one case. You are responsible for analyzing the case, updating the information in the case, and preparing discussion. I will lead class discussion based on your preparation. Your contribution to each case discussion will be evaluated during each class. Students who participate and contribute actively will get extra points up to 5 points during the course.

### **2.3.4 Group Project Report and Presentation**

The objective of the project is to let students have opportunity to learn how to develop a marketing plan to launch a new brand into either an existing product category or a new product category. Each group can choose one of the three types of projects: (1) testing a new product/concept of a new product category, (2) testing a new product/brand in an existing product category but the product is not yet available in the domestic market (i.e., mainland China), and (3) extending an existing brand into a new product category. The type of research for these projects is new product concept testing study. Please refer to page 6 (Group Project) for the guideline for conducting the research. The method details will be discussed in class.

#### Final Write-Up

The final report should be around 4000 words (+/- 15%) pages in length, double-spaced in 12 point font (Times New Roman), excluding appendix and references. Side margins must be at least 2.5 cm wide, to allow sufficient room for comments. You are required to submit both a hardcopy and a softcopy of the final write-up, as well as attach an assignment cover sheet indicating: (1) your name, (2) student number, (3) subject title and code, (4) a word count of the number of words. The report should be neatly and correctly typed, double-spaced and on A4 papers. Reports should be properly referenced. That said, all sources used for a written piece of assessment must be referenced. All reports will be checked for plagiarism.

#### Final Presentation

As part of the term project, you are required to present your project in front of the class. Each member of the group should participate. Presenting the project in front of the class will give you an opportunity to practice your presentation skills in a friendly and supporting environment. This would also give you an opportunity to view the various projects done by your fellow class members.

#### \*Submission Deadline

The presentation will be in the last two classes on April 16 and 19, 2019. The written report will be due at or before 5:00 pm on April 24, 2019. Late assignments, where approval for late

submission has not been given, will be penalized at the rate of 10% of the total mark per day, for up to 10 days.

## **2.4 Academic Honesty and Plagiarism**

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

### 3. Topics, Teaching and Assessment Schedule

<b>Week</b>	<b>Topic/Activity</b>
1 (Feb 19, Tue)	- Course description - Marketing and Brand Management (Read Ch. 1)
2 (Feb 22, Fri)	- Customer-Based Brand Equity - Understand consumer behaviour (Read Ch. 2-3)
3 (Feb 26, Tue)	- Segmentation, and Target Marketing Positioning
4 (Mar 1, Fri)	- Brand Positioning - Positioning Research
5 (Mar 5, Tue)	Case discussion: HubSpot: Inbound Marketing and Web 2.0 Student Presentation
6 (Mar 8, Fri)	- Building Brand Equity I (Read Ch. 4-5) - New Product Development Process
7 (Mar 12, Tue)	Case Discussion: Sony-Segment Global or Local? Student Presentation
8 (Mar 15, Fri)	- Building Brand Equity II (Read Ch. 6-7)
9 (Mar 19, Tue)	Case Discussion: Positioning Tag Heuer for the future Student Presentation
10 (Mar 22, Fri)	<b>Group meeting with professor</b>
11 (Mar 26, Tue)	- Measuring/Monitoring Brand Equity (Read Ch. 8-10) - Marketing research
12 (Mar 29, Fri)	Case Discussion: The hunger Games: Brand storytelling Student Presentation
13 (Apr 2, Tue)	- Managing Brand Equity I (Read Ch. 11-12) - Brand Communication
14 (Apr 3, Wed)	Case Discussion: Longchamp: Managing brand equity Student Presentation
15 (Apr 9, Tue)	- Managing Brand Equity II (Read Ch. 13-14) - Digital marketing
16 (Apr 12, Fri)	Case Discussion: Sephora: Investing in social media and mobile Student Presentation
17 (Apr 16, Tue)	<b>Final Presentation (1)</b>
18 (Apr 19, Fri)	<b>Final Presentation (2)</b>

## 4. Miscellaneous

### Instruction for Cases

#### Overview of the Cases

There are 6 cases in this class. These are Harvard-style cases from Harvard Business School. First, discussion with these cases aims towards resolution of a marketing problem or opportunity. For case analysis, students first approach the cases in a typical manner: Students prepare the "solution" for the problem identified in the cases and present the "solution" for the cases in the classroom.

Second, the presentation should cover a lot of ground to make a series of important points about branding in general and one particular brand in the process. All cases concentrate on major brands with which students are generally familiar. Students are encouraged to review historical background, and provide detailed information on one particular branding issue, event, or strategy.

Third, in-class discussion can add extra dimensions as specific topics can be expanded on and additional learning can occur.

The brand management topics covered in the cases will help the reader understand how to:

- 1) Brand a new product
- 2) Employ new marketing approaches to build brand equity and brand loyalty
- 3) Expand a brand into new geographical markets and channels
- 4) Establish a brand hierarchy and introduce brand extensions
- 5) Manage a corporate brand
- 6) Keep a brand strong over time
- 7) Revitalize a brand that gets into trouble
- 8) Reposition a brand in the digital age

Collectively, these cases provide a comprehensive overview of the strategic brand management process and corresponding best practice guidelines.

## **Group Project**

### **Steps in New Product Concept Testing**

1. Prepare a concise but comprehensive description of the new product or new product concept. The description should include the product attributes, retail pricing, and list of distribution channels. Pictures of the product or even some existing advertisements should also be provided.
2. Put the description in the beginning of the questionnaire. This is followed by the list of questions covering both intrinsic and extrinsic attributes of the new product, question on attitude toward the new product, and finally intention to try or to buy the new product. The last section of the questionnaire contains the questions on demographic characteristics of the subjects. Additional information such as media consumption behavior may also be included.
3. Pretest the questionnaire to make sure that it is clear and concise. Analyze the data collected by SPSS. Factor analysis will be conducted to identify the benefits and the attributes that support each benefit. Since there is only one brand, compare means is not needed. Regression analyses will be performed for establishing the relationship between perceived benefits and attitude toward the brand and the relationship between attitude toward the brand and intention to buy the brand.
4. Based on the research findings, students prepare a positioning statement and, based on the positioning statement, formulate marketing mix strategy for creating the new brand to be launched into the market. Students also need to develop the brand elements for their new brand.