

LINGNAN UNIVERSITY
Department of Marketing and International Business
Course Description and Schedule
2nd Term 2023-24

MKT4312 - STRATEGIC BRAND MANAGEMENT

Instructor: Prof. Patrick Poon

Email: patpoon@Ln.edu.hk

Office: SEK209/3 Tel: 2616-8235

Office Hours: Tue 2:30-4:30pm & Thur 2:30-4:30pm

Time and Venue (Section 1)	Fri	9:30am-12:30pm	MBG09
Time and Venue (Section 2)	Tue	9:30am-12:30pm	LKK303

Course Description and Objectives:

Prerequisite: BUS2205 Marketing Management

No. of credits: Three

One of the most effective tools to differentiate products or services from competitors is an organisation's brand identity. Strong brands will transcend industries and provide an organisation with one of its most valuable assets. Effective brand management is the key to developing product and communication strategies which leads to marketing success. To blend the theory and practice of brand management, this course is designed to acquaint students with the knowledge and skills needed to develop, manage, and promote the core values of an organisation's brand in competitive markets. Particular emphasis will be placed on the design of marketing programs to build brand equity. Students are expected to have developed a basic understanding of brand management concepts and principles through reading, case studies, assignments and a course project for practical application and experiential learning.

Learning Outcomes:

On completion of this course, students will be able to:

1. Explain the concepts and theories of brand management, including brand image, brand positioning, brand equity, brand extensions, brand relationships, and consumer responses to brand strategies, etc. (LO1);
2. Understand the strategies that business organisations use to develop, manage and promote the core values of their brands in competitive markets (LO2);
3. Apply brand management concepts to analyse, understand and interpret brand management strategies used by the existing marketing firms (LO3);

4. Collaborate in a team to apply necessary concepts to design a new marketing program to build brand equity (LO4).

Indicative Content

Brand Positioning and Values

Mental maps, points-of-parity, points-of-difference, brand mantra, brand equity

Brand Marketing Programs

Brand elements, integrated brand marketing activities, brand engagement, digital communications, leveraging secondary brand association

Brand Performance

Brand value chain, brand audits

Brand Growth

Brand architecture, brand portfolios and hierarchies, brand expansion strategies, brand reinforcement and revitalization

Teaching Method

The teaching approach is practical and outcome-based. The course consists of presentation of text materials, class exercises, discussion of current issues in strategic brand management, and application of the relevant concepts and theories to real world situations through case analyses, and critique of recently published academic articles. Group assignments are used to test students' understanding of specific concepts and practices relevant to strategic brand management. Students are also required to conduct a group brand audit project and present their findings in class.

Measurement of Learning Outcomes

1. Outcome based continuous assessment requires students individually or in groups to explain the applications of concepts, theories and principles of brand management in real life business contexts.
2. Group assignments are used to test students' understanding of specific concepts and practices concerning strategic brand management.
3. Group projects require students to analyse and interpret the brand management strategies for successful brands. Students in groups are expected to discuss the applications of relevant concepts and practices in real business case scenario.
4. Final examination specifically requires students to apply knowledge and past learning in addressing the case and examination questions.

Specific Assessment Method	Weighting	Learning Outcomes			
		LO1	LO2	LO3	LO4
Mid-Term Test	15%	√	√		
Group Assignment	15%	√	√	√	√
Group Project	25%	√	√	√	√
Class Participation	5%	√	√	√	
Final Examination	40%	√	√	√	
TOTAL	100%				

Required Textbook:

Kevin Lane Keller and Vanitha Swaminathan (2020), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (5th edition). Harlow: Pearson Education (e-book version is available in the Library).

Suggested Sources of Updated Readings:

Find Articles

[Business and Industry Database](#)

Scan thousands of industry and trade magazines for news related to new products, market share, sales, etc. Use the search boxes to limit to specific marketing terms or concepts.

[Business Source Complete](#)

Indexes the major marketing journals and magazines. Full text is provided for many sources. Search here for case studies and best practices. Click orange "UC-eLinks" icon if an article is not full-text.

[Factiva](#)

Provides the full text of over 6,500 magazines and newspapers, including many industry and trade journals. Useful for scanning news on new products or companies' branding strategies.

[LexisNexis Academic](#)

A full text database of magazines and newspapers.

Key Academic and Trade Journals

[Advertising Age](#)

Tabloid style marketing and communications industry magazine - who's who, news, market share, corporate strategy, plus an annual list of top 100 corporations by advertising expenditure.

[Brandweek](#)

A weekly publication of articles, interviews, business profiles, licensing, new products and new campaigns aimed at professionals in marketing in agencies and client companies.

[Brand Strategy](#)

Provides news and information especially relevant to individuals involved in brand management and new product development.

[Journal of Brand Management](#)

Explores the strategies of players in the global marketplace, trends and techniques.

[The Journal of Product & Brand Management](#)

Covers the latest strategies in product and brand management and pricing.

Additional Supplementary Readings:

1. Kevin Lane Keller (2015), *Best Practice Cases in Branding: Lessons from the World's Strongest Brands*. 4th Edition. NJ: Prentice Hall.
2. Mark Uncles (2011), *Perspectives on Brand Management*, Tilde University Press.
3. Leslie de Chernatony, Malcolm McDonald, & Elaine Wallace (2011), *Creating Powerful Brands* (4th edition), Butterworth-Heinemann.
4. Interbrand (<http://www.interbrand.com/>)

Academic Journals

Journal of the Academy of Marketing Science
Journal of Brand Management
Journal of Business Research
Journal of Consumer Marketing
Journal of Consumer Research
Journal of Marketing
Journal of Marketing Research
Journal of Product & Brand Management
Journal of Retailing

Assessment:

The final letter grade for the course is based on the following distribution:

Continuous Assessment:	60%
<i>Mid-Term Test</i>	<i>15%</i>
<i>Group Assignment</i>	<i>15%</i>
<i>Group Project</i>	<i>25%</i>
<i>Class Participation</i>	<i>5%</i>
Final Examination:	<u>40%</u>
Total:	100%

1. Mid-Term Test

There will be a mid-term test with multiple choice questions held in Week 7/8. All students are required to take the test. Make-up test will be given only to those with legitimate reasons and proper documentation.

2. Group Assignment (Experiential Exercise)

Each student group (5-6 members) is required to select a branding topic for the experiential exercise. For the topic selected, choose one real life brand that was not used as an example in class. Show how this brand's strategies positively illustrate the brand concepts discussed in class. Take on the role of a "mystery shopper" experiencing what it is like to be a consumer of this branded firm. Analyze how your encounters with the brand affect your inferences about the brand. Provide a 15-minute PowerPoint presentation illustrating your findings with examples of advertisements, photographs, videos, and so on. Think of this example as a mini case of the concept. The topics may include brand personality, brand experiences, corporate branding, brand extensions, brand elements, brand community, and so on.

3. Group Project (Brand Audit)

Each group needs to select one prominent brand for the project. All group members should attend the scheduled meetings and contribute to discussion, analysis and writing of project report. A project guideline will be distributed in due course.

- Students are required to conduct a brand management project. The main purpose is to critically evaluate the key issues relevant to a particular brand selected by the group and provide recommendations for the company through the process of a brand audit. The audit should result in recommendations to improve brand equity, brand positioning, brand management, and marketing effectiveness.
- The project presentation will last about 25 minutes (20 minutes for presentation and 5 minutes for Q&A session). A copy of PowerPoint slides should be submitted before the presentation.
- The project report is required to submit in Moodle by the deadline.
- The report must be in 12-point font (1.5-spaced) and should be around 18-20 pages (excluding tables and appendices).
- A variety of sources should be used to complete the project. You should consult business publications, trade magazines, journal articles, books, and company sources such as annual reports and websites. Market research evidence would be good to see if you get hold of any.

4. Class Participation

- It is important for you to learn from each other in class by sharing your viewpoints and experiences. Please be active in class discussion.
- Credits will be given to those who have made relevant points in class discussion and informal assignments.
- Students will lose participation marks for low attendance, consistent lateness, and disturbing behaviors.

5. Final Examination

There will be a two-hour written examination at the end of the academic term. Most of the materials taught in the course will be covered.

Peer Evaluation

To evaluate individual contribution to each group assignment and project, a peer evaluation will be conducted at the end of the term. Each team member is required to fill in a team evaluation form to assess group members' performance. Ideally, all members of each group will receive the same mark. However, some individuals may be assigned different marks if there are consistently poor group work and contributions. Therefore, you should make your group work effectively to ensure the delivery of high quality output.

Remarks

Course materials can be obtained from the Moodle learning platform.

Important Notes:

- (1) Students are expected to spend a total of 6 hours (i.e., 3 hours of class contact and 3 hours of personal study) per week to achieve the course learning outcomes.
- (2) Students shall be aware of the University regulations about dishonest practice in course work, tests and examinations, and the possible consequences as stipulated in the Regulations Governing University Examinations. In particular, plagiarism, being a kind of dishonest practice, is “the presentation of another person’s work without proper acknowledgement of the source, including exact phrases, or summarised ideas, or even footnotes/citations, whether protected by copyright or not, as the student’s own work”. Students are required to strictly follow university regulations governing academic integrity and honesty.
- (3) Students are required to submit writing assignment(s) using Turnitin.
- (4) To enhance students’ understanding of plagiarism, a mini-course “Online Tutorial on Plagiarism Awareness” is available on <https://pla.ln.edu.hk/>.

**MKT4312 Strategic Brand Management
Peer Evaluation Form**

Name: _____

Section: _____

Group: _____

Assume that you have \$100 to divide among the members of your team (including yourself) based on each member's overall contribution to the group assignment and the group project. The team member whose contribution was the greatest should receive the largest share of the \$100. The member whose overall contribution was smallest would receive the smallest amount. In the space below, please write the names of your team members (*including yourself*) and the dollars you feel they deserve:

Name	Group Assignment	Group Project
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
TOTAL:	\$100	\$100

Now, use the following space to write a few sentences explaining the major strengths of the strongest member of your team and the major weaknesses of the weakest member of your team (*excluding yourself*):

Strongest member's name: _____

Comments: _____

Weakest member's name: _____

Comments: _____

MKT4312 – Strategic Brand Management (Section 1)
Course Schedule (2nd Term, 2023-24)

<u>Week</u>	<u>Topics</u>	<u>Activities</u>	<u>Chapter</u>
Week 1 (12 Jan)	Introduction What is a brand?	<i>Course overview and requirements</i>	1
Week 2 (19 Jan)	Customer-based brand equity and brand positioning	CASE: Red Bull <i>Group formation</i>	2
Week 3 (26 Jan)	Brand resonance and brand value chain; brand elements	CASE: Alfac <i>Briefing on Group Assignment and Group Project</i>	3, 4
Week 4 (2 Feb)	Designing marketing programs to build brand equity	CASE: Hyundai <i>Chinese New Year Holidays: 9-16 Feb</i>	5
Week 5 (23 Feb)	Integrating marketing communications to build brand equity	CASE: Burger King	6
Week 6 (1 Mar)	Branding in the digital era	CASE: Amazon	7
Week 7 (8 Mar)	Leveraging secondary brand associations	<i>Mid-Term Test 12 Mar, 6:30-7:30pm</i>	8
Week 8 (15 Mar)	Brand equity measurement and sources of brand equity	CASE: Applying BAV to Google	9, 10
Week 9 (22 Mar)	Brand architecture strategies	CASES: Google and Apple <i>Group Assignment Presentation</i>	12
Week 10 (5 Apr)	Brand extensions	CASE: Apple <i>Good Friday Holiday: 29 Mar</i>	13
Week 11 (12 Apr)	Managing brands over time	CASE: Old Spice	14
Week 12 (19 Apr)	<i>Group Project</i>	<i>Project Presentation I</i>	
Week 13 (26 Apr)	<i>Group Project, Course Review and Exam Briefing</i>	<i>Project Presentation II</i>	

MKT4312 – Strategic Brand Management (Section 2)
Course Schedule (2nd Term, 2023-24)

<u>Week</u>	<u>Topics</u>	<u>Activities</u>	<u>Chapter</u>
Week 1 (16 Jan)	Introduction What is a brand?	<i>Course overview and requirements</i>	1
Week 2 (23 Jan)	Customer-based brand equity and brand positioning	CASE: Red Bull <i>Group formation</i>	2
Week 3 (30 Jan)	Brand resonance and brand value chain; brand elements	CASE: Alfac <i>Briefing on Group Assignment and Group Project</i>	3, 4
Week 4 (6 Feb)	Designing marketing programs to build brand equity	CASE: Hyundai <i>Chinese New Year Holidays: 9-16 Feb</i>	5
Week 5 (20 Feb)	Integrating marketing communications to build brand equity	CASE: Burger King	6
Week 6 (27 Feb)	Branding in the digital era	CASE: Amazon	7
Week 7 (5 Mar)	Leveraging secondary brand associations		8
Week 8 (12 Mar)		<i>Mid-Term Test</i> <i>12 Mar, 6:30-7:30pm</i>	
Week 9 (19 Mar)	Brand equity measurement and sources of brand equity	CASE: Applying BAV to Google	9, 10
Week 10 (26 Mar)	Brand architecture strategies	CASES: Google and Apple <i>Group Assignment Presentation</i>	12
Week 11 (2 Apr)	Brand extensions	CASE: Apple	13
Week 12 (9 Apr)	Managing brands over time	CASE: Old Spice	14
Week 13 (16 Apr)	<i>Group Project</i>	<i>Project Presentation I</i>	
Week 14 (23 Apr)	<i>Group Project, Course Review and Exam Briefing</i>	<i>Project Presentation II</i>	