



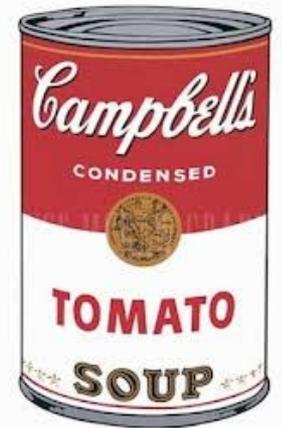
MELBOURNE  
BUSINESS  
SCHOOL

Term 4 2014  
Hyper Intensive

# Brand Management

ASSOCIATE PROFESSOR MARK RITSON  
MELBOURNE BUSINESS SCHOOL

[m.ritson@mbs.edu](mailto:m.ritson@mbs.edu)



Andy Warhol THE WARHOL COLLECTION

# Educational Philosophy

I've spent my professional life working with big brands and very senior Executives. I make the assumption that you are just like them. You turn up on time, you do the preparation and you ask questions when things are not clear.

In return I do what exactly what I would do if I was working for a big brand on a big consulting job. I prepare thoroughly, I treat you with respect and I come to work expecting to also learn something.

# Course Overview

- Over five days in October we will explore the fascinating and crucial area of Brand Management. It's a key topic for your MBA / Masters Degree and for your career ahead. The good news is that, while five days might not sound like much time, we can cover the whole topic of brand management in great detail. I have been teaching Brand Management as a concentrated elective like this for almost 20 years in this format and it actually suits the topic perfectly.
- In this short introduction you will find all the information you need to prepare for the upcoming course along with all the readings and case studies you need to prepare for the course and the first day of class. I will explain and introduce the elective in a lot more detail on the first evening of our class together on Saturday October 11<sup>th</sup> at 0845. But there are several important organisational issues to clarify before the course begins, which is where this introduction will prove useful.

# Brand Management Learning Objectives

- To give you a full and complete overview of the importance of brand equity to the organisation.
- To provide an applied insight into the manner in which brands could, should and sometimes are managed.
- To (try to) deliver the best brand management elective offered anywhere in the world.

# Bio: Mark Ritson

Mark Ritson has a Ph.D. in Marketing and has been a faculty member at some of the world's leading business schools. He has taught MBA courses in brand management at London Business School, MIT Sloan, the University of Minnesota and at MBS. He has won the teaching prize at all of his former schools including the Best Teacher award at LBS in 2004, the Teaching Prize at MIT Sloan in 2009, and full time teacher of the year at MBS in 2007 and 2013 and part time teacher of the year in 2009 and 2010.

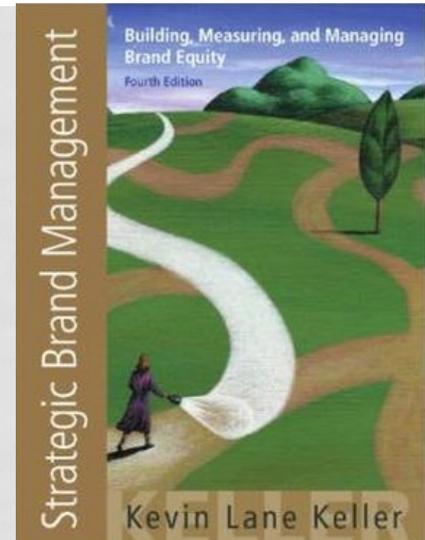
He has worked extensively all over the world as a consultant for some of the largest brands in the world. His clients have included McKinsey, adidas, PepsiCo, Glaxo SmithKline, Eli Lilly, Johnson & Johnson, De Beers, Ericsson and WD40. For twelve years he has also worked as the main brand consultant for LVMH - the world's largest luxury group - working with the CEO's and senior executives from brands like Louis Vuitton, Dom Perignon, Donna Karan, Fendi, Tag Heuer, Dior and Hennessy.

An avid writer on branding, his column on the topic has appeared in the British trade magazine, Marketing Week for a decade and has a weekly audience in excess of 50,000 readers. He was Columnist of the Year in the PPA Awards in 2009 and again in 2013 – the highest award for magazine publishing in the UK. His more scholarly publications include articles published in Sloan Management Review, Harvard Business Review and the Journal of Consumer Research.

He was the recipient of the 2000 Ferber Award, one of the most prestigious prizes in Marketing, for his PhD work on the social uses of advertising. His research on pricing was also cited in the acceptance speech of the winner of the Nobel Prize for Economics in 2001. He lives in Tasmania with his wife Connor, a mongrel called Gingko and a dingo called Asia.

# Course Materials

- Strategic Brand Management, 4<sup>th</sup> Edition, by Kevin Lane Keller is not exactly a page turner. But Keller is arguably the most knowledgeable expert on brands in the world and his book is the only book on branding you need ever buy. I will not teach from this book, any good Masters course must add more value than simply referring to text books. But I will suggest appropriate chapters to pre-read prior to each of our sessions together. I would recommend that the Masters of Marketing students in particular purchase the book as it will prove relevant to most aspects of your degree. The 2<sup>nd</sup> or 3<sup>rd</sup> Edition (which are cheaper) are equally good and 90% the same.



- All of the other materials for the class can be found on the course website hosted by LMS. Given this is a case-based class – I do recommend you print out a copy of the case ahead of each session or upload to a tablet. It really aids class discussion. Readings are also available for each session on LMS. Class notes for the class are available in PDF format on the LMS too. Powerpoint slides for each class are also available on request via a download from Dropbox.



# Course Format

I am a case teacher. I believe that case discussion is the single most useful learning experience for managers and I don't know many students from leading business schools who disagree. Each session will begin with a 90 minute case discussion from the assigned case. It is therefore absolutely crucial that if you do only one thing to prepare for class please read the assigned case study prior to class. I have tried to pick case studies that are recent, short, and extremely relevant to your studies. I like to cold call students about the cases because it helps to ensure that everyone takes part in a discussion – please don't put the class in a position where you are unable to help progress the discussion. In every instance your investment in time on the case preparation will be repaid in terms of learning.

I also use a number of videocases in my classes. There is nothing to read in preparation for these videocases, we will watch them in class and discuss them as we would a case study. In the past I have found these videocases to be an excellent way to communicate up to date, complex branding material in the deadly after-lunch slot.

Our classes begin each day at **0845** sharp and close at **1630**. Coming late to class is easy to do. For a case teacher like me it ruins the quality of class discussion if students arrive late throughout the morning. Students who arrive late, according to the class clock, will immediately be docked their full class participation for that day irrespective of their class performance.

# Assessment

There are two forms of evaluation for Brand Management:

## Class participation (25%)

Read the cases, take part in pertinent discussions, listen to others with respect, generally take part and you will be rewarded. Miss class, arrive late, do not contribute and this score will rapidly decline.

## Case Exam (75%)

At the end of the course you will be given a take home case exam. The exam is a case study format with you taking the role of the brand manager for an existing brand and asked to formulate the strategic plan for your first year in charge. Your answer will be structured in several parts and it should take no more than 3 to 5 hours of your time to complete.

You will be expected to submit your answer (which will consist of 3000 words) within 3 weeks of the conclusion of the course – the deadline for submission is therefore:

**Monday November 17th 5pm.**

The exam will be submitted by email so you do not need to physically hand in the exam. Simply email it to me: [m.ritson@mbs.edu](mailto:m.ritson@mbs.edu) note that the LMS email address is not functioning for me (the Unimelb one) so send everything to my MBS email only.

Failure to submit your exam by the deadline above will result in an immediate fail for the course. You have three weeks to complete an exam that should take no more than 5 or 6 hours. No extensions will be granted.

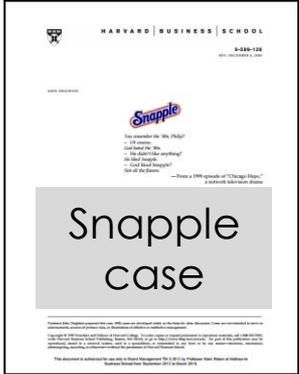
# Syndicate Groups

I use syndicate groups as a key learning tool throughout the class. For four out of the five days (Day 5 is taken up with exam briefing) your team will end the day with a 30 minute challenge which you will be expected to submit at the end of the session.

The syndicate group submitting the best overall answer each day will receive a full class participation score, 5 out of 5, for that particular day and the syndicate group that produces the most consistently superior set of answers across the whole course will all be given a full 25 out of 25 for their class participation for the course.

I will assign each of you randomly to a syndicate team at the start of the course and these groups will remain fixed for the rest of the course. Customisation of groups or changes in membership mid course are strictly forbidden Suck it up and make your team work.

# Saturday 11<sup>th</sup> October - Brand Equity

| Time          | Theme                                 | Topics/Activities  | Reading/Assignments  |
|---------------|---------------------------------------|--|--|
| 8:45 – 9:00   | Introduction                          | Course overview  |   |
| 9:00 – 10:45  | Snapple                               |  Case Discussion, see Case Questions next page |  |
| 10:45 – 11:00 | Morning Break                         |  |  |
| 11:00 – 12:00 | Brand Equity                          | Lecture Session: <ul style="list-style-type: none"> <li>- What is a brand?</li> <li>- What is brand equity?</li> </ul>           |  |
| 12:00 – 13:15 | Lunch                                 |  |  |
| 13:15 – 1445  | Marks & Spencer                       |  Videocase                                    |  |
| 14:45 – 15:00 | Afternoon Break                       |  |  |
| 15:00 – 16:00 | Brand Research                        | Measuring Brand <ul style="list-style-type: none"> <li>- Brand Awareness &amp; Associations</li> <li>- Brand Tracking</li> </ul> |  |
| 16:00-1630    | Syndicate Work 1: The MBS Brand Study | Teams must design and fund the perfect brand research design   | Keller:<br>Chs 1 & 2 & 9   |

# Snapple Case Questions



- The Snapple case takes us through three chapters in the history of the Snapple brand.
- - What key strategic decisions were made first by the three founders of Snapple and later Carl Gilman to make Snapple so successful?
- - What key strategic decisions were then made by Quaker to ruin this wonderful brand in such a short space of time?

# Sunday October 12<sup>th</sup> – Brand Strategy

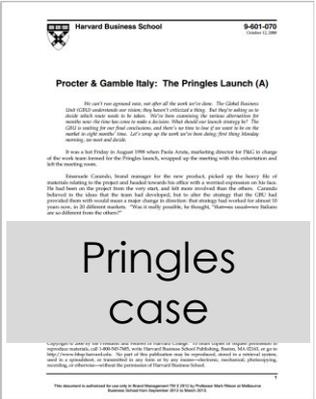
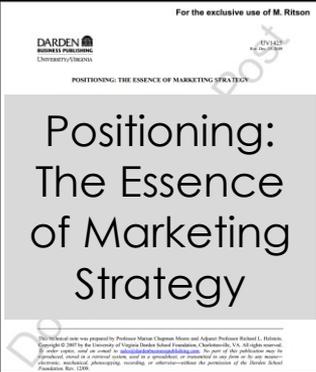
| Time          | Theme  | Topics/Activities  | Reading/Assignments   |
|---------------|--|--|---|
| 8:45 – 10:45  | SCPT   | ARCHSTONE Case Discussion, see Case Questions next page  |    |
| 10:45 – 11:00 | Morning Break  |  |   |
| 11:00 – 12:00 | Building Brand: Step by Step Steps 1 to 3  | Lecture Session: <ul style="list-style-type: none"> <li>- Selling branding to the client</li> <li>- Why build brand?</li> </ul>    |    |
| 12:00 – 13:15 | Lunch  |  |   |
| 13:15 – 1545  | Building Brand: Steps 4-8  | Lecture Continues: <ul style="list-style-type: none"> <li>- Role of Positioning &amp; Tracking</li> </ul>                          |   |
| 15:45 – 16:00 | Afternoon Break  |  |   |
| 16:00 - 1630  |  Brand Briefing<br>Syndicate Work | Brand Strategy Challenge: Teams will be asked to work for WD40 in Japan and to review some brand data and develop a brand strategy |  |

# SCPT Case Questions

ARCHSTONE

- Dana Hamilton must make a strong case for branding building at SCPT? List all the arguments for building a single brand for SCPT.
- Now make the counter-arguments against building a strong brand, why would SCPT consider keeping the 142 apartment communities as they are and rejecting Hamilton's initiative?

# Saturday October 18<sup>th</sup> – Brand Positioning

| Time          | Theme                      | Topics/Activities  | Reading/Assignments   |
|---------------|----------------------------|--|---|
| 8:45 – 10:45  | Pringles                   |  Case Discussion,<br>see Case Questions next page |    |
| 10:45 – 11:00 | Morning Break              |  |   |
| 11:00 – 12:00 | Brand Positioning          | Lecture:<br>- The 3C's<br>- Articulation of Position   |    |
| 12:00 – 13:15 | Lunch                      |  |   |
| 13:15 – 1500  | Brand Positioning          | Lecture Continues:<br>- Disruptive Consistency   |   |
| 1500 – 15:15  | Afternoon Break            |  |   |
| 15:15 – 16:00 | The Random Brand Challenge | Teams are given a random brand positioning concept and ask to apply the principles of disruptive consistency to the challenge      |   |
| 16:00 – 16:30 | Syndicate Work             |  |  |

# Pringles Case Questions



- Make the four key decisions for Carando listed on page 15 of the case:
- How will Pringles be distributed? Do you want to opt for the traditional mass channels like supermarkets where P&G has all its existing strength and relationships or can you suggest an alternative distribution strategy?
- Decide on a price, in Lire, for the large and small sizes of Pringles. Is 3,190L and 2,500L too high. What price do you want to charge?
- What should be the third flavour for the launch to compliment Regular and Sour Cream and Onion? Should it be Paprika or BBQ?
- Will a traditional P&G communications campaign suffice for Pringles or do you want to run something different or additional to the “Once You Pop You Can’t Stop” campaign?

# Sunday October 19<sup>th</sup> - Brand Architecture

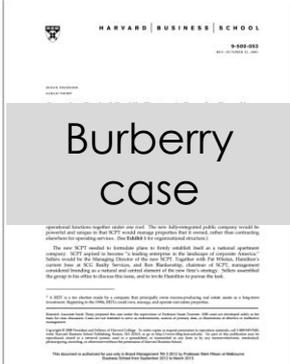
| Time          | Theme   | Topics/Activities  | Reading/Assignments   |
|---------------|---|--|---|
| 08:45 – 10:30 | Lecture   | Understanding Brand Architecture   |    |
| 10:30 – 10:45 | Morning Break   |  |   |
| 10.50-12:00   | Lecture   | Strengths & Weaknesses of the Positions on the Brand Relationship Spectrum   |   |
| 12:00 – 13:15 | Lunch   |  |   |
| 13:15 – 15:00 | Lecture   |  Brand Diversification: Brand Extension, Line Extension & Co-Branding |   |
| 15:00 – 15:15 | Afternoon Break   |  |   |
| 15:15 – 16:30 |  Brand Architecture Syndicate Work | Teams must devise a new brand architecture approach for an Australian company.   |    |

# CPG Case Questions



- Using the brand relationship spectrum reading (figure 1) what is the current brand architecture being applied by Computer Power Group?
- What are the strengths and weaknesses of this approach for CPG at present?
- Take the role of the head of brand consulting at Galileo and work out a suitable new architecture for Computer Power Group in the future

# Saturday October 25<sup>th</sup> – Re-Branding

| Time          | Theme             | Topics/Activities  | Reading/Assignments   |
|---------------|-------------------|--|---|
| 8:45 – 10:45  | Case Discussion   | Burberry    |                                      |
| 10:45 – 11:00 | Morning Break     |  |   |
| 11:00 – 12:00 | Lecture           | Rebrand, Revitalize or Reposition?   |   |
| 12:00 – 13:15 | Lunch             |  |                                     |
| 13:15 – 1445  | Videocase         |  Laura Ashley |   |
| 14:45 – 15:00 | Break             |  |   |
| 15:00 – 16:00 | Lecture           | The Brand Report Card  |   |
| 16:00 – 16:30 | Final Conclusions | Exam Briefing<br>Course Evaluations  | <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p><b>Keller:</b><br/><b>Ch 13</b></p> </div> |

# Burberry Case Questions



- Look at the Burberry brand in 1997 when the new CEO takes over - what are the strengths and weaknesses of the brand. If you were Rose Marie-Bravo considering her options prior to accepting the positioning as CEO what would give you confidence that Burberry can be revived? What would worry you?
- As Bravo surveys her success in 2004 – look back at her tenure and apparent success in bringing Burberry back to life. What were the success factors that contributed to this achievement?