

**THE UNIVERSITY OF HONG KONG**  
**FACULTY OF BUSINESS AND ECONOMICS**

**School of Business**  
**BUSI3512 Developing Marketing Competence through branding**

Semester 2, 2010/11  
Wednesday 11:40-12:30  
Friday 10:40-12:30

**I. Information on Instructor**

Instructor: QIU, Cheng

Email: cqiu@business.hku.hk

Office: Meng Wah Complex 725

Phone: 22194212

Office hours: Wednesday 4:00-6:00 pm; additional office hours are by appointment.

**Textbook:** Kevin Lane Keller, “*Strategic Brand Management: Building, Measuring, and Managing Brand Equity*”.

**Course Website:** Course syllabus, lecture notes and other relevant materials will be updated in WebCT every week.

**Pre-requisites:** BUSI1004 Marketing

**II. Course Description and Objectives**

*Why do companies need brands and how do they develop brands? Why do brands fail? Are there ways to manage brands so that they last? What are the challenges facing a brand manager?*

Interested in finding answers to the above questions? Prepared for a hands-on learning of the brand development process? Then this course is for you. More and more firms of all types have come to the realization that one of the most valuable assets they have are the brands associated with their products. Thus, this course is designed to address important branding decisions faced by an organization. Through theories and concepts, problem sets, case analyses, and class discussions, this course aims to provide you with a capacity to think creatively and with increased precision about the strategies and tactics involved in building, leveraging, defending, and sustaining brand equity. To prepare you for the customer-driven marketing challenges facing a brand manager, this course draws insights from psychological, sociological, and anthropological theories of consumer behavior which help improve managerial decision-making with respect to brands.

### III. Intended Learning Outcomes (ILOs)

Over the course of the semester you will learn to:

- ILO1.* Identify the key decisions that a brand manager needs to make.
- ILO2.* Acquire a comprehensive understanding of brand management processes.
- ILO3.* Critically analyze complex brand management issues using relevant theories and methods, and provide theoretically sound and practically feasible solutions.
- ILO4.* Develop analytical and problem-solving skills through applications.
- ILO5.* Develop skills in business communication as well as team working.

### IV. Alignment of Program and Course Outcomes

<b>Program ILOs</b>	<b>Course ILOs</b>
1. Acquisition and internalization of knowledge and skills in key functional areas	<i>ILO1, ILO2, ILO3</i>
2. Application of business knowledge to solve business problems	<i>ILO3, ILO4</i>
3. Develop managerial leadership and inculcate professional ethics and competency in business	<i>ILO4, ILO5</i>
4. Developing global outlook	<i>ILO2, ILO3</i>
5. Mastering communication skills	<i>ILO3, ILO4, ILO5</i>

### V. Teaching and Learning Activities

You will learn by reading, listening, watching, thinking, applying, talking, writing and having some fun along the way. You will be exposed to a combination of lectures, small group discussions, hands-on exercises, and case analyses. Your active class participation is important for obtaining positive learning results.

**TLA1.** Lectures: Instructor will give lectures on major concepts and methods.

*Targeted Learning Outcomes: LO1, LO2, LO3, LO4*

**TLA2.** Class Activities: Students are expected to actively participate in class activities.

*Targeted Learning Outcomes: LO3, LO4, LO5*

**TLA3.** Case Analysis and Discussion: Instructor will give students take-home cases to read. Students are expected to analyze and discuss the cases in class. Instructor will summarize the case discussion in the end.

*Targeted Learning Outcomes: LO1, LO2, LO3, LO4, LO5*

**TLA4.** Brand Audit Project: Students are expected to work in a group and conduct a brand audit project.

*Targeted Learning Outcomes: LO1, LO2, LO3, LO4, LO5*

**TLA5.** Consultation: Instructor holds weekly consultation hours to address students' questions.

*Targeted Learning Outcomes: LO1, LO2, LO3, LO4*

## VI. Assessment 100 points

- Class Participation (including Case Discussion) 15 points
- Pop-up Quizzes 10 points
- Brand Audit Project: Teamwork 35 points
  - Team information 2 points
  - Progress report 3 points
  - Written report 20 points
  - Presentation 10 points
- Final exam 40 points

## VII. Standards for Assessment

### Class Participation

You are expected to prepare for class by reading the assigned chapters and cases, attending class regularly, and participating in class discussions. Note that attendance alone does not automatically translate into high marks for class participation. Each time you participate in class discussion, your contribution will be assessed as such:  
*0 point (irrelevant or incorrect) ~ 5 points awarded (highly relevant; clearly articulated; well supported by analysis or evidence)*

**IMPORTANT!** You won't be awarded class participation points until you email the instructor ([cqiu@business.hku.hk](mailto:cqiu@business.hku.hk)) the following information in a WORD file:

- Full name and UID
- Nickname
- A recent photo
- Faculty/major
- Interests and hobbies

To be responsible for your grade, please send the instructor the above information ASAP.

Besides participating in pop-up class activities and discussions, you will receive 2 take-home cases and prepare for case discussion in class. You will receive class participation points if you share relevant views and insights in case discussion. If you have a tendency to speak only after careful thinking, case discussion will be a good opportunity for you to contribute to the class.

### ***Case Analysis and Discussion Guideline***

Case study provides you with an opportunity to apply the theories and methods that you have learned to analyze specific marketing situations in a company and to come up with solutions. You are expected to analyze the case after class using the knowledge you have learned and discuss the case with one another in class. After a thorough discussion, the instructor will summarize key takeaway points.

Note that the focus of case discussion is typically on developing viable solutions that are supported by a thorough analysis of the case situation. Usually there is no one single correct answer. This, however, does not mean that any answer can be correct. You will typically encounter some incorrect answers in case discussion and yet be able to construct one or more viable solutions that involve different assumptions or trade-offs in the end. Debates about different solutions will sharpen your understanding of the principles and considerations involved. Effective learning occurs when you get a complete analysis that addresses the problems in the case, and come away with an informed opinion as to what you would do in the situation and, most importantly, why you decide to do so.

#### *Case Study Q&A*

Q1: How much time should I expect to spend preparing for case discussion?

- Normally around 3 hours (time spent writing the report is not included).

Q2: How do I prepare for case discussion?

- Have a goal to seek answers to case discussion questions.
- Mark where is relevant, and link the relevant information to form a big picture.
- Spend more time THINKING than reading.

Q3: What should I have in mind before class discussion?

- Be familiar with the information in the case.
- Your view.
- Be prepared to explain your view.
- Be prepared to give supporting evidence.
- Having thought about other possible views and why yours is better.

Q4: What should I do in a case discussion?

- Listen actively and follow the flow.
- If you have a good reason to agree or disagree, time to raise your hand.
- If you have any questions, ask.
- Do not dominate the discussion.

\* Note that students who interrupt class flow with the following behaviors may receive “negative” class participation points: arriving late or leaving early / asking for lecture notes after the class begins / using computer for purposes unrelated to the class.

#### Pop-up Quizzes

There will be two pop-up quizzes. The format will be multiple choice questions that specifically test your understanding of the various branding-related concepts that you have learned in the previous classes and how they can be applied to solve problems.

*Important!* If you are absent from a quiz because of illness, medical certificate is mandatory. You must present to the instructor a valid medical certificate within five working days from the end of the period of absence stated on the medical certificate. No

reminder will be sent – You are responsible for your grade. Students who are absent from the quiz without medical certificate will not be allowed to take a makeup quiz.

### Brand Audit Project

You are required to work in a team for a brand audit project. In the project you will do research about a brand’s history, analyze the brand’s current equity, and recommend future brand-building strategies.

The timeline is as follows:

Group formation	Team name presentation & team info due	Brand choice	Progress report due	Project presentation & slides due	Project report due
Jan 28	Feb 11	Feb 14	Mar 9	April 8-20	April 30

- **Group formation:**  
You are required to work in a team of around 5 students. You are responsible for finding your own team. Please get to your classmates as soon as possible and finalize your team membership by January 28<sup>th</sup>. Choose a team coordinator to contact the instructor for project-related issues (e.g., enquiries, submitting reports). The coordinator should send the instructor the members’ information (full names and UIDs) by January 28<sup>th</sup>.
- **Team name presentation:**  
Each team is expected to assume the role of a group of brand consultants. Your first job is to choose a “brand name” for your own brand consultancy team. You will need to give a presentation to introduce your team name to the whole class and explain why you choose the name on February 11<sup>th</sup>. The presentation should be no more than 5 minutes in length and PowerPoint slides should be used. A hard copy of the slides and team information (members’ names, UIDs, emails, and a team photo) is due before the presentation. After the presentation, the audience (i.e., other students) will rate how good or bad a team name is. Teams who receive a higher average rating will get to pick which brand they would like to work on sooner.  
Each team will receive 2 points for submitting the slides and team information as required on time. Late submission will not be awarded any points.
- **Brand choice for the brand audit project:**  
The instructor will list a few global brands that the teams may choose to work on. After the team name presentation, teams need to email the instructor their ranking as to how much they would like to work on each of the brands by February 14<sup>th</sup>. Teams who do not provide the ranking on time will lose the priority to choose the brands. Depending on the average ratings of the team names and each team’s preference, the

instructor will inform each team which brand they will work on for the brand audit project by February 18<sup>th</sup>.

- Progress report:

The progress report is due on March 9<sup>th</sup> (softcopy via email). This report should sketch your preliminary brand inventory description and brand exploratory analysis. You may use the ***Rolex Brand Audit (p 132) in your text as a guideline.***

*\* Style guide and page limit: Times New Roman, font size 12, 1.5-spaced, Margins of 1 inch all round, A4 paper; no more than 3 pages.*

Note the instructor will not provide formal feedback on the progress report. It basically functions as a milepost and will not be graded. Teams who submit the report on time and include all the required contents in the report will receive 3 points. The instructor will give feedback to a team only if there are major problems in the report. If you do not hear from the instructor by March 13<sup>th</sup>, it means your team is on the right track and you can move forward.

- Project presentation:

Your presentation should be a top-line summary of the key points in your final report. It includes an oral group presentation (15 minutes) and a Q&A session (5 minutes). You are required to use PowerPoint slides.

*Please email the instructor a soft copy of your slides one day before the presentation, and hand in a hard copy before your presentation.*

### Assessment Guideline for Presentation

The group presentation performance will be evaluated based on four aspects:	
<b>Verbal communication</b> This will be evaluated based on (i) how easy it is to follow the entire presentation, (ii) how well the talk engages the audience, and (iii) how well the questions are addressed.	3 points
<b>Nonverbal communication</b> This will be evaluated based on (i) whether the presenters have sufficient eye contact with the entire audience, and (ii) whether their body language looks professional and confident.	3 points
<b>Quality of visual aids</b> This will be evaluated based on how well the design of slides or other visual aids facilitate the audience' understanding of the marketing plan and enhance their interest in it.	3 points
<b>Team spirit</b> This will be evaluated based on (i) how coherent the presentation style is, and (ii) how well group members look out for each other when needed.	1 point

Some guidelines for doing well for your presentation:

- Involving the audience from the beginning with an attention-grabbing opening;
- Speaking instead of reading from notes;
- Focusing on the main points and do not spend (much) time on long, detailed, and complete checklists;
- Using media wisely to communicate your message (legible slides with minimum 18-sized font and not too much text; use company brochures, newspaper and magazine clippings, self-produced video clips, samples, etc.).

Some technical issues you should pay attention to:

- Dry run your presentation to time it properly. You will be asked to stop after 15 minutes of presentation. Besides, each group will be given 2 minutes for setting up. Setting-up time beyond 2 minutes will eat into your presentation time because class time is limited. You may come to class ahead of time if you wish to do more testing and deal with potential technical problems.
- The computer inside the classroom may not support the latest PowerPoint version.
- If you wish to use your own laptop for presentation, please be aware that:
  - You may not be able to use the speakers in the classroom.
  - You may encounter unexpected connection problem. Thus please bring a soft copy of your slides in a thumb drive as your backup plan.
- Project final report:  
The final report (soft copy via email) is due on April 30<sup>th</sup>.
  - Page limit: 10 pages excluding cover page, table of contents, references, and appendix. The cover page should state the title, the team name, and the names & UIDs of team members. One or two additional pages of tables or figures can be attached as appendix. Any content beyond the page limit will not be graded.
  - Style guide: Times New Roman, font size 12, 1.5-spaced, Margins of 1 inch all round, A4 paper.

### Assessment Guideline for Final Report

Content/Standards for Assessment	
Brand Inventory: <i>describe</i> the brand history, current product lines and brand portfolio. This part will be evaluated based on how accurate, comprehensive, and clearly-written it is.	4 points
Brand Exploratory: <i>analyze</i> the sources of brand equity and how the brand equity has been built through various strategies. This part will be evaluated based on the clarity and depth of analysis, that is, the extent to which the factors analyzed are relevant, whether the learned knowledge is applied correctly, and how well the analysis is supported by facts and evidence.	7 points

<p>Recommendations: <i>recommend</i> three to five highest priority initiatives (e.g., a new marketing communication campaign, a new brand extension, a new packaging design, a new distribution channel, etc.) that should be carried out in the future to further build and manage the brand equity effectively.</p> <p>This part will be evaluated based on the insightfulness, concreteness, effectiveness, and feasibility of the recommendations.</p>	9 points
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*\* Note that late submission of final report will result in a 10% deduction of the report score per day.*

- Contribution to teamwork. Much like working in the real world, you will get to work with people from different backgrounds with different personalities and/or work expectations. Working in groups can either be a pleasurable or painful experience. To ensure an enjoyable work environment, each group should first determine what constitutes acceptable work norms during the 1<sup>st</sup> group meeting. If you encounter problematic individual members who do not turn up for discussion sessions or do their allocated share of work, please report the matter to the instructor early. To facilitate provision of feedback about group members' contribution to team work, you may choose to submit a peer evaluation form at the end of the semester. Although team members typically get the same marks for the final report and presentation, adjustments may be made if a student receives consistently low evaluations from his/her fellow group members with valid reasons.

### Final Examination

Due to time limit, the lectures will focus on key concepts and applications instead of covering all materials in the text. You need to read the assigned text for detailed explanations and more examples pertaining to the concepts covered in the lectures.

The final exam is cumulative and closed book. The format includes multiple choice questions and essay questions that test your understanding of the various branding concepts as well as how the concepts can be applied in the real world.

### **Assessment Criteria for Essay Questions**

Receive 90-100% of the scores	70-89%	50-69%	< 50%
Provide mostly appropriate solutions and concrete, insightful elaborations	Provide mostly appropriate solutions and some concrete, insightful elaborations	Provide some appropriate solutions or some concrete elaborations	Provide limited to inappropriate solutions and elaborations

## VII. Academic Conduct

University of Hong Kong is a high-education institution with integrity. Hence, the university takes the issue of academic integrity very seriously. **The University Regulations on academic dishonesty will be strictly enforced! Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>**

Academic dishonesty is behavior in which a deliberately fraudulent misrepresentation is employed in an attempt to gain undeserved intellectual credit, either for oneself or for another. It includes, but is not necessarily limited to, the following types of cases:

- Plagiarism - The representation of someone else's ideas as if they are one's own. Where the arguments, data, designs, etc., of someone else are being used in a paper, report, oral presentation, or similar academic project, this fact must be made explicitly clear by citing the appropriate references. The references must fully indicate the extent to which any parts of the project are not one's own work. Paraphrasing of someone else's ideas is still using someone else's ideas, and must be **acknowledged**.
- Unauthorized Collaboration on Out-of-Class Projects - The representation of work as solely one's own when in fact it is the result of a joint effort.
- Cheating on Exam - The covert gathering of information from other students, the use of unauthorized notes, unauthorized aids, etc.
- Unauthorized Advance Access to an Exam - The representation of materials prepared at leisure, as a result of unauthorized advance access (however obtained), as if it were prepared under the rigors of the exam setting. This misrepresentation is dishonest in itself even if there are not compounding factors, such as unauthorized uses of books or notes.

## VIII. Course Schedule

Week	Date	Topics	Assigned Text
1	Jan 12 Jan 14	Overview of Brand management Concept of Brand Equity	Ch 1 Ch 2
2	Jan 19 Jan 21	Design Brand Positioning Choose Brand Elements	Ch 3 Ch 4
3	Jan 26 Jan 28	Develop Marketing Program	Ch 5
4	<i>Chinese New Year (Class suspended Feb 2-8)</i>		
5	Feb 9 Feb 11	Develop Marketing Program cont'd Team Name Presentation	Ch 6
6	Feb 16 Feb 18	Leverage Secondary Brand Associations	Ch 7
7	Feb 23 Feb 25	Develop Branding Strategies	Ch 11
<i>Reading Week</i>			
8	Mar 9 Mar 11	Introduce New Products & Brand Extensions	Ch 12
9	Mar 16 Mar 18	University holiday Case discussion	
10	Mar 23 Mar 25	Manage Brands Over Time and Geographic Boundaries	Ch 13 Ch 14
11	Mar 30 Apr 1	Case Discussion Measure brand equity	
12	Apr 6 Apr 8	Revision Project presentation	
13	Apr 13 Apr 15	Project presentation	
14	Apr 20	Project presentation	

\* The information in this syllabus is subject to minor adjustment based on progress.