



The Lee Kong Chian School of Business
Academic Year 2024/25
Term 2

MKTG217 STRATEGIC BRAND MANAGEMENT

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COURSE DESCRIPTION

Brands are everything – from commercial brands to political to personal branding. But how to build a brand, in your first Brand Manager role or for your startup? How to develop your personal brand - to be successful in interviews and in your career?

That’s what this course is all about. It helps students to better understand the process and techniques used by brand managers when building and leveraging their brands as the company’s strategic assets. This course is designed to develop students’ understanding of the importance of brand equity as well as how to build, measure and manage brand equity. Topics will include understanding brands from the consumer’s perspective, building brand equity, measuring brand equity, leveraging brand portfolios and managing brands over time and in different marketing contexts.

As this is an SMU-X class (no, they are not harder or more work-intensive – just more real), we will be developing a brand strategy for a real client in groups and present it to the client for their feedback towards the end of term. Many previous clients have executed strategies developed by this class!

LEARNING OBJECTIVES

By the end of this course, students will be able to:

- Explain the key concepts and frameworks used in brand management decisions
- Understand the elements that comprise brand equity and how brand equity is built and managed
- Describe the key stages of the brand management process
- Apply the use of brand audits to evaluate brands
- Understand the behavioural dimensions of brand relationships with customers
- Analyze and evaluate brand strategies used in different contexts covering consumer, business-to-business, services and non-profit organizations.

Special emphasis will be placed on the emergence of Asian brands and how brands connect with consumers in a given cultural, geographic and historic environment.

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)

Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has a co-requisite, it means that the course has to be taken together with another course. Dropping one course during BOSS bidding would result in both courses being dropped at the same time.

ASSESSMENT METHODS

Class Participation (Individual)	15 %	(Throughout the term)
Mid-Term Test (Individual)	20 %	(week 6)
Final Assignment (Individual)	25 %	(week 11)
Sponsor Project Presentation and Report (Group)	40 %	(week 12 and 13)
Total:	100%	

INSTRUCTIONAL METHODS AND EXPECTATIONS

The course will be taught in the format of seminars and class discussions. There will be a number of academic and practitioner articles that will form the basis of these discussions. You will then apply concepts and theories learnt in class to solve a real-world brand problem with a Sponsor. There will be four key activities that the students will engage in during the course:

1. Class Participation

- This class is meant to be a forum for discussion and exchange of ideas. Hence, your participation in the class is vital. Here, “participation” means the ability to (i) critically evaluate the readings, (ii) be well prepared for cases, (iii) share your thoughts and raise questions about the course material, and (iv) maintain decorum in the class. (Note: Participation in mandatory class activities is not counted as participation.)

2. Group Project – Final Presentation to Sponsor

- The objective of this exercise is to provide you with the experience of strategic brand management in the real world by working with a company in the real world. You will work in groups to carry out a brand review for your Sponsor. You will learn much from your Sponsor, including their challenges of managing a brand. You can also learn a lot from each other. Please note the following:
 - The bottom line for the project is to present a detailed brand review, leading to recommendations to improve the Sponsor’s brand.
 - Teams are expected to have access to at least 30 members of the target audience if they are reviewing a brand for the consumer market. This access is required to ensure adequate sample size that is representative of the target audience.
 - To ensure equal effort by all members in the team the grades for this project will be moderated according to peer review conducted at the end of the course.
 - The Final Powerpoint presentation should be 15 minutes or less, with a 5 min Q&A. Each member should present their part of the project.
 - The report is due in Week 12 before class.

3. Mid-Term Test

- There will be a mid-term test in Week 6. It will be closed-book and consist of multiple-choice questions and two to three short response questions. It will make up 20% of your final grade.

4. Final Assignment

- This will be a take-home assignment consisting of a case study and a small personal reflection component. Students will be given 2 weeks to complete and submit the written document no longer than 4 pages. It will make up 25% of your final grade and due in Week 11.

CONSULTATIONS AND TEACHING ASSISTANTS

Consultation with the lecturer or TA can be done before and after class – alternatively, time slots can be booked by email.

CLASS TIMINGS

This course will be taught in 15 3-hour sessions. For consultation, please contact me to make appointment. I can be reached via email.

RECOMMENDED TEXT AND READINGS

Strategic Brand Management 5th Edition by Kevin Lane Keller & Vanitha Swaminathan. 2020 Pearson

Other reference texts include:

Qualitative research: Good decision making through understanding people, cultures and markets, Sheila Keegan. ProQuest. (available online through SMU Library)

The Century of the Asian Consumer, Bernd Schmitt, Asian Business Insights (2012)

Brand Management: Research, Theory and Practice 1st Edition by Tilde Heding, Charlotte Knudtzen and Mogens Bjerre. 2009 Routledge

Brand Breakout: How Emerging Markets Will Grow Brands, 1st Edition by Nirmalya Kumar and Jan-Benedict Steenkamp. 2015 Palgrave Macmillan

Additional readings may also be assigned. Students are also expected to keep abreast of developments in the current research in the field of consumer behavior. Articles will be assigned from scholarly journals such as Journal of Brand Management, Journal of Brand Strategy, and Journal of Marketing as well other business press sources. You are also strongly recommended to take your own initiative to keep abreast of recent developments of Asian and international brand marketing campaigns in order to assemble a good set of examples that can be used with much impact in answering the final examination paper.

A reminder that Strategic Brand Management is an elective marketing subject. As such, it is expected that all students have by now a firm grounding in the principles and concepts of Marketing as these will not be taught again in this advanced marketing subject.

UNIVERSITY POLICIES

Academic Integrity

All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work (whether oral or written) submitted for purposes of assessment must be the student's own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offense.

When in doubt, students should consult the instructors of the course. Details on the SMU Code of Academic Integrity may be accessed at <https://oasis.smu.edu.sg/Pages/DOS-WKLSWC/UCSC.aspx>.

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Accessibility

SMU strives to make learning experiences accessible for all. If you anticipate or experience physical or academic barriers due to disability, please let me know immediately. You are also welcome to contact the university's student accessibility support team if you have questions or concerns about academic provisions: accessibility@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

Digital Readiness for Teaching and Learning (DRTL)

As part of emergency preparedness, instructors may conduct lessons online via the Zoom platform during the term, to prepare students for online learning. During an actual emergency, students will be notified to access the Zoom platform for their online lessons. The class schedule will mirror the current face-to-face class timetable unless otherwise stated.

SESSION OUTLINE (subject to changes as content is adapted to Sponsor's needs)

Week	Topics	Text Chapter References	Readings
1	Introduction to Brand Management	1	To be assigned via e-portal
2	Developing Customer-Based Brand Equity Brand Positioning Strategies Sponsor Briefing	2	
3	Brand Resonance and the Brand Value Chain Developing a Brand Equity Measurement and Management System	3 & 8	
4	Choosing the Brand Elements To Build Brand Equity Leveraging Secondary Associations	4 and 7	
5	Qualitative Research Overview Digital Branding & Marketing	Materials to be provided by instructor	
6	Designing Marketing Programs to Build Brand Equity Role of Integrated Marketing Communications to Build Brand Equity Mid Term Test	5 and 6	
7	Designing and Implementing Brand Strategies Introducing New Products and Brand Extensions Sponsor Check-In	11 12	
8	RECESS WEEK		
9	Measuring Sources of Brand Equity Measuring Outcomes of Brand Equity: Capturing Market Performance	9 and 10	
10	Contexts of Managing Brand Marketing (Part One): - FMCG and Luxury Brands - Managing Brands Over Time - Managing Brands in Digital Marketing	13 and 14	
11	Contexts of Managing Brand Marketing (Part Two): - Brands for SMEs - Brands in Crisis - Brand Repositioning Strategies - Social Marketing and Branding (non-profit and cause/idea marketing) Individual Assignment Submission	Materials to be provided by instructor	
12	Submission of Sponsor Presentation Slides for ALL Groups Sponsor Group Presentation (first 4 groups) (No leave to be allowed for this session)		
13	Sponsor Group Presentation (next 4 groups) (No leave to be allowed for this session)		