

# Professional Marketing

## Brand Management and Brand Communications

### MARK 5984

#### 1. Administration

Times: Session 2, 15<sup>th</sup> October – 7<sup>th</sup> November, 2002

Tuesday 18.00-21.00 (Marketing Seminar Room)

Thursday 18.00-21.00 (Marketing Seminar Room)

Lecturers: *Mark Uncles* (Course Leader)

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Scheduled student consultation time: Tuesday 12.00-14.00

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## **2. Course Overview**

Key aspects of brand management are addressed, including brand equity, brand extensions and new product development, brand communications planning, integrated marketing communications, and portfolio management. This course encourages students to use both analytical and creative skills, and provides opportunities to refine many different communications skills, with the aim of helping participants to develop and implement innovative marketing programs.

This is a stand-alone course on the Professional Marketing program, but for those students who have previously completed MARK5982 (Understanding Buyer Behaviour) and MARK5983 (Decision Support Tools for Marketing) there is scope to build on ideas and concepts that were introduced in the earlier courses.

Specifically, the course aims to provide you with:

- (a) An understanding of the principles of brand management.
- (b) An understanding of the need to plan for brand management and brand communications in a comprehensive and integrated manner.
- (c) The basic skills necessary to undertake a brand audit, and to develop a brand communications plan.
- (d) A capacity to analyse specific branding problems, and to devise sound and practical solutions to these problems.
- (e) An appreciation of some of the research that has been undertaken in this area of business.

Once equipped with this knowledge you should be able to address both theoretical matters (e.g. "does branding work - how?") and practical issues (e.g. "how should we plan our marketing communications?"). You ought to feel confident about managing both strategic aspects of branding (e.g. thinking about the overall goals of your branding activities) and tactics (e.g. assessing the impact of short-run price promotions on consumer perceptions of your brand).

## **3. Course Structure**

The course is divided into two sections as described below.

### **Part 1: Brand Management**

The case for brands is made, looking at the differing perspectives of brand owners and brand buyers. We then consider how best to manage brands, comparing brand management and category management systems. Questions to do with brand equity, brand strength, and brand audits are discussed.

The role of branding in the context of new product development is studied, raising issues to do with the leveraging of brand equity. The management of brand portfolios is addressed, including potential problems – notably: product proliferation, me-toos, and competitive parity. We conclude this section with a look at the future of branding in a world of clicks and bricks.

## **Part II: Brand Communications**

This section is designed to convey the importance of planning integrated marketing communications (IMC). IMC highlights the importance of direct marketing, interactive electronic communications, public relations, promotions, event sponsorship, etc. as well as conventional media advertising.

Having made a case for planning, we examine each step of the brand communications process. These steps comprise: the setting of marketing objectives, budgeting, target audience action objectives, communications objectives, creative strategy, media strategy, execution, advertising research and evaluation. The process is fairly generic to media advertising, direct marketing, public relations, promotions, etc. We will address some themes in greater detail than others, including for instance a discussion of creativity and creative execution.

Provided in the summary timetable that follows is further information on the content of each class. More detail is provided in Appendix A.

### **4. Summary Timetable**

<b>Week</b>	<b>Date</b>	<b>Theme</b>	<b>Lecturer</b>
<b>Part I: Brand Management</b>			
W1	15/10	Brand Management: Principles & Practice	MDU
W1	17/10	Building Brands & New Product Development	MDU
W2	22/10	Leveraging New & Existing Brands	MDU
W2	24/10	Branding in e-Business	AM
<b>Part II: Brand Communications</b>			
W3	29/10	Brand Communications Principles & Practice	MDU
W3	31/10	Formal Approaches to Brand Communications Planning	MDU
W4	5/11	Brand Communications & the Mind of the Consumer	ME
W4	7/11	Media Audiences and the Brand	AM

Final examination: Tuesday 19<sup>th</sup> November, 18.00-21.00, Marketing Seminar Room

Project submission: Thursday 21<sup>st</sup> November, 18.00, assignment box, 3<sup>rd</sup> floor, John Goodsell Building

## 5. Teaching Methods & Format

This is a classroom-based course and, as such, the approach will be fairly didactic. However, we will try to vary the pace by having a mix of formal lectures, exercises, case-studies and a variety of speakers.

The purpose of the lectures is to give you some frameworks for the management of brands and marketing communications. These frameworks draw on the accumulated wisdom of both marketing practitioners and academics. It is to be hoped that in looking at these frameworks we can focus on best practice, rather than merely hold up a mirror to what is found in the Australian marketplace at large. It is not enough simply to describe current practices.

## 6. Assignments and Assessment

There are two components to your final grade:

Branding Assignment	50%	(individual)
Final Examination	50%	(individual, closed-book)

The Branding Assignment involves (a) the completion of a brand audit, and (b) the preparation of a brand communications plan. Ideally this should be undertaken for a single product brand (to keep the task simple), however for some students it may be more appropriate to examine an umbrella brand or even a corporate brand. More information about these assignments and forms of assessment is provided in Appendices B and C.

## 7. Textbooks, Readings and Further Information

### Textbook

There is no single set textbook for this course and you are not required to purchase a textbook. Nevertheless, the following books provide very good overviews of the material discussed in this course and it certainly wouldn't do any harm to consult one or two of these:

Aaker, David A. (1991) *Managing Brand Equity: Capitalizing on the Value of a Brand Name*, Free Press, New York.

Aaker, David A. (1996) *Building Strong Brands*, Free Press, New York.

Kapferer, Jean-Noel (2001) *[Re]inventing the Brand: Can Top Brands Survive the New Market Realities?*, Blackwell, Oxford.

Rossiter, John R. & Percy, Larry (1997) *Advertising Communications & Promotions Management* (second edition), McGraw-Hill, New York.

Sutherland, Max & Sylvester, Alice (2000) *Advertising and the Mind of the Consumer* (second edition), Allen & Unwin, Sydney.

These books have been placed in Open Reserve in the Library.

## Supplementary Readings

For each topic in this course 2-4 supplementary readings are listed in the long version of the timetable – Appendix A – and many of these have been placed in your course folders.

Most supplementary readings are not mandatory, but they should be read selectively to give you a broader, deeper and more critical understanding of the material presented in this course. Keep in mind that these readings are merely a selection of relevant papers. They have been chosen to illustrate a point, or provide a perspective on a subject under discussion, but you should try to track down additional readings.

## Sources of Further Information

For the main assignment you are encouraged to read more widely. Textbooks, specialist books, popular books, case-histories, journals, web-sites, etc. – all these can be of help. An extensive list of further sources of information is provided in Appendix D.

## Informal Learning

Typically, you will gain much more from this course by trying to get below the surface of the subject. So, do not only rely on formal lectures, assignments, textbooks, etc. Here are a few suggestions on how to do this:

- (a) Reflect on your own brand. For what does it stand? How is it managed? Is there a brand hierarchy, and if so how do the components of the hierarchy relate to one another? What is your assessment of the communications for your brand? What changes and improvements do you think should be made?
- (b) Keep your ears and eyes open. Read the billboards along South Dowling Street. "Deconstruct" television commercials on MTV and Channel 10. Flick through glossy magazines – from B to She. Read some of the classified adverts in your community newspaper. Check out banner-adverts on the Web. Consider how brands are depicted in these media. Ask yourself - what were the goals, who was the intended audience, how much did it all cost, and was it effective?
- (c) Develop the habit of scanning the relevant trade magazines such as *B&T Weekly*, *Ad News*, *Professional Marketing*, *Admap*, etc. These tend to have a lot of industry gossip, but they also give you a feel for how the industry operates and an idea of the challenges it faces. They are useful for brief case-histories. Consider whether you can learn from the experiences of managers in related (or even unrelated) businesses.
- (d) Success in this field is not a purely intellectual matter. It is skills-based as well. Media-buying is a skill. Copy-writing an advert or press release is a skill. Direct selling is a skill. You cannot learn these skills simply by attending lectures, so try to practice your skills outside of the classroom. Take the ideas we discuss back to the workplace, and let us know how they do (or don't) work.

These are just a few of the ways you can help to make the themes of this subject "come alive". Of course, you need the formal knowledge as well, otherwise you will merely have a long list of anecdotes and gut-feelings.

## **8. Conduct & Advice**

### *Lectures*

Class participation is welcome, providing it is constructive, to the point, and directed through the lecturer. Other forms of participation and background chatter are *not* acceptable.

Please turn off mobile phones during lectures. Also, note that the tape-recording of lectures is *not* permitted without prior consent.

### *Enquiries*

We will endeavour to respond to enquiries promptly. However, please bear in mind that we may be away from the campus, teaching other classes, or working on research projects when you make an enquiry, and therefore there may be a delay in getting back to you.

E-mail correspondence will be dealt with periodically. Because of the volume of emails that we receive we cannot promise to reply immediately.

### *Written Assignments*

#### *Writing style*

It is not the purpose of this course to turn you into a copywriter. Nevertheless, it is worth keeping in mind the discipline of a copywriter - to be brief, concise and succinct, and to write clearly in a way that communicates to the intended audience. If it helps, keep in mind how a busy manager is likely to react to your work.

Failure to write clearly will have an impact on your grade, especially if it is impossible to assess your understanding of marketing concepts because of problems with your written English.

#### *Plagiarism*

You are encouraged to read widely and draw on different sources of information. Some sources of further information are listed in Appendix D. Please reference your material consistently using the Harvard system or an equivalent standard. If you make a direct quotation, you must fully cite the source and give page numbers. Failure to do so is plagiarism, and this will result in the loss of your written assignment grades.

The rules on plagiarism apply equally to Web-based sources. Give as precise a reference as possible so that another reader can find the section you have quoted. Also, do not solely rely on web-based sources - not everything is to be found on the web (yet!).

A "Guide to the Presentation of Assignments" is available on the School of Marketing web-page in the "courses & timetables" section (<http://www.marketing.unsw.edu.au>). This guide is designed to help you in the presentation of written assignments and covers issues such as structure, referencing and quotations.

#### *Submission of material*

Observe the submission deadline. Penalties apply if submissions are late.

Try to avoid the use of bulky folders - these will not fit into our assignment boxes and they are awkward for us to carry around when grading. But note that you are permitted to submit supporting material in appendices (eg. exhibits, brochures, mock adverts, video-tapes, etc.).

### *Confidentiality of material*

Assignment material will be treated in confidence and only seen by those who are directly involved in assessing the work – unless you, the author, agree otherwise. If something is particularly confidential you may wish to highlight the fact in a cover letter to the course leader.

### *Examinations*

Final examination procedures are governed by University rules. All students are expected to sit for the final examination. If for any reason you cannot attend the final examination, then you must submit a Consideration Form to the Course Leader. You will be informed, in writing, of the decision of the Course Leader and Program Director.

If you fail to sit the final examination and have not submitted a Consideration Form, or have your consideration turned down, you will have to terminate your enrolment in the subject or repeat the subject in the following year.

### *Grades*

Grades are non-negotiable. Do not waste your time and ours by trying to haggle.

If you have not performed as well as you expected, re-double your efforts to understand the course material, read more about the subject, talk through the material with your peers and tutors, revise and practice more thoroughly before examinations, allow enough time to revise written work before you submit it. Taking these courses of action will be more productive than attempting to have your grades altered.

### *Potentially Sensitive Material*

The material discussed in this subject comes from public sources - commercial television, magazines, newspapers, etc. But it would have been prepared with a specific target audience in mind, and not necessarily an audience with the same sensibilities as you. It is possible that you may find some of the material offensive. Where we believe there are cases of sexism, racism, stereotyping, bad taste, deception, etc. in advertising and other communications we will endeavour to discuss the issue, rather than pretend that such material does not exist.

## 9. Course Leader

### Professor Mark Uncles (Course Leader)

Mark is Professor of Marketing and Head of the School of Marketing. His research interests include studies of buyer behaviour, the purchasing of branded and non-branded goods, store patronage, patterns of consumer loyalty and loyalty-building initiatives such as frequent-flier programs. He also has an interest in research methodology, notably the use of consumer panels, longitudinal data analysis, discrete choice modelling and advances in marketing science. He was the School of Marketing Postgraduate Research Coordinator for six years. His supervision experience includes: sole supervisor for four successfully defended PhDs, five Honours theses, and several dozen MBA theses.

His work has been published in international journals, such as the *Sloan Management Review*; *Marketing Science*; *Journal of Retailing*; *Journal of Advertising Research*; *International Journal of Research in Marketing*; *European Journal of Marketing*; *Transportation Research B*; the *European Journal of Operational Research*; the *Journal of Product & Brand Management*; the *Journal of Brand Management*; and the *Australasian Marketing Journal*. He sits on the editorial board of six journals - as an area editor of two of these and joint editor-in-chief of one. He also writes occasionally for the professional press, with articles in for example *Professional Marketing* and *B&T Weekly*.

Prior to his present appointment, he was for two years H.J.Heinz Professor of Brand Management at Bradford Management Centre, University of Bradford. He directed the Brand Management Research Group and for much of that period was Acting Head of the Marketing Area. Before this he was for nine years on the Marketing Faculty at London Business School, and part of the industry-sponsored Centre for Marketing & Communication. Industry supporters included Brooke Bond Foods, Elida Gibbs, Grand Metropolitan, H.J.Heinz, Kellogg's, Lever Europe, Mars, Nabisco, Nestle, Procter & Gamble, RHM, Rowntree, SmithKline Beecham, Smiths Crisps, Spillers and United Biscuits. He originally studied at the University of Bristol, gaining a BSc (First Class Honours) and PhD in geography.

Mark has worked on programs with the Institute of Direct Marketers (IDM), and given industry talks to the Australian Marketing Institute (AMI), the Australian Institute of Management (AIM), the Market Research Society of Australia (MRSA), the British Market Research Society (MRS), the American Marketing Association (AMA), the American Statistical Association (ASA), the French Statistical Society and the Italian Franchising Association. Mark is the national Australian representative for the European Marketing Academy (EMAC).

Mark was co-chair of the Australia New Zealand Marketing Academy Conference (ANZMAC99), hosted by the School of Marketing, UNSW, in November 1999. He was a judge for the 1996 Institute of Practitioners in Advertising (IPA) Effectiveness Awards (UK), and the 1999 and 2001 Advertising Federation of Australia (AFA) Effectiveness Awards (Australia). He will be a judge for the 2003 AFA/AANA Awards. His consultancy clients have included Unilever, British Telecom, the Norcros Group, Courtaulds, Halifax Building Society, Royal Mail, Nestle-Rowntree in the UK, General Foods, Procter & Gamble and CBS in the US; Freehill Hollindale & Page, Woolworths, Mercantile Mutual and Mercantile & General in Australia.

*Correct as of 26 September 2002. Folders and appendices will be provided in the first lecture.*