FOSTER SCHOOL OF BUSINESS
UNIVERSITY *of* WASHINGTON

MARKETING 552 (EVENING MBA):
CONSUMER MARKETING & BRAND STRATEGY
PROFESSOR MARK FOREHAND

COURSE SYLLABUS

Professor:	Mark Forehand forehand@uw.edu
Classtime & Office Hours:	Class will be held from 6:00-9:20 Th in Paccar 394. I will be available for one-on-one or team meetings by appointment. These meetings can be in person or over zoom.
Course Materials:	All consumer psychology readings (and some branding readings) are linked on the Canvas home page under their respective session.
	Most of the branding readings are available in an online coursepack from Harvard that can be accessed and purchased here: https://hbsp.harvard.edu/import/967332.
Canvas:	Slide decks, consumer psychology readings, assignments, video Recordings and other supplemental materials will be posted on Canvas. For each session, I will post the lecture slide deck prior to class. Some examples will be omitted from these pre-class decks. Decks with all examples included will be posted after each class period.

Video Recordings: Two types of videos will be posted on Canvas. First, a Panopto recording of the day's class session will be uploaded after class. These recordings sometimes take time to upload, so the recording may not be posted until the next day. I will also be posting a series of short videos that present a subset of the day's content in an easier to digest format. Please note that these pre-recordings are duplicative with the content presented and discussed in class. As such, there is no need to watch these videos unless you miss class or wanted to revisit a particular topic afterward. You should also note that these videos are not exhaustive and some presented class material will not be discussed in them. For a complete recap of a class session, you should view the Panopto recording of the class.

COURSE OBJECTIVES

More and more firms of all types have come to the realization that one of the most valuable assets they have is the brand name associated with their products or services. Consumer Marketing and Brand Strategy is an advanced graduate elective that provides a framework for cultivating and maximizing brand equity. Its basic objectives are to: 1) Provide students with a complete understanding of consumer psychology with particular attention to processes that influence brand identification, loyalty, and preference. 2) Familiarize students with a framework for developing brand strategy. This framework focuses on the creation of effective positioning, the development of brand essence and narrative and the selection of brand pillars. 3) Discuss the specific tactics that can be used to strengthen brand equity and increase consumer engagement. This will focus on via visual identity design, integrated marketing communications, external partnership selection, brand community formation and brand portfolio management. 4) Give students the opportunity to execute this framework in a series of live cases in which teams develop a brand strategy for existing brands. In each of these live cases, student teams will receive briefs from industry professionals who will also serve as guest judges on team solutions. The core emphasis of the course is on consumer-facing brands, but a variety of B2B brands will also be discussed.

COURSE ORGANIZATION

Consumer Marketing is a marketing elective that builds upon the lessons learned in the Marketing Core and delves deeper into two interrelated issues: consumer psychology and brand strategy. As such, the course is divided into two distinct segments. In the first segment, theories of consumer psychology will be presented, analyzed, and applied. In the

second segment, an integrated perspective on brand strategy will be studied that draws upon the lessons of consumer psychology. Given that the development of a successful brand strategy begins with an insightful marketing strategy (the identification of appropriate market segments and the development of tailored positioning for these segments), I feel it is next to impossible to spend too much time studying your customer's needs and wants, their behavioral tendencies, and what you can do to provide mutually beneficial exchanges.

To articulate this perspective, the first few weeks of the course focus on consumer psychology. Theories from cognitive and social psychology will be communicated through asynchronous lectures and a selection of readings from various psychology texts (both the lectures and readings will be posted on Canvas in advance). It is important to note that these lectures focus on consumer *psychology* and not on consumer *behavior*. The distinction between psychology and behavior in this instance is largely one of theory. Unlike the study of consumer behavior (which often focuses on aggregate level trends), the study of consumer psychology provides students with an understanding of how the mind of a consumer works and with theories that can be applied to branding efforts. This section of the course will conclude with an in-class exam on 10/20.

The last two-thirds of the course are focused on strategic brand management. Specifically, the course will analyze the product and brand strategy decisions that must be made to build, measure, and manage brand equity. The course is structured around an experiential learning process in which student teams will leverage course content to direct a series of live cases. To maintain course balance, the tools and frameworks necessary to complete the live cases will be delivered early in the brand management section of the course and the live cases themselves largely occur during the last half of the quarter (11/3, 11/17 and 12/8). Each live case focuses on an existing brand currently undergoing a brand redesign and will be judged by individuals from industry. Student teams will develop solutions for all three live cases. On each live case day, three teams will be asked to present their solutions live to the class and to outside judges for immediate commentary, feedback and discussion.

The first live case focuses on the development of new brand strategy and narrative for Bonobos. Bonobos is an e-commerce driven American men's apparel company that is actively trying to evolve its brand to encompass society's broadening definition of masculinity and male fashion. The outside judge for this first Live Case is Shireen Jiwan, Principal Brand Strategist at Amazon and Founder and Chief Investigator at Sleuth (Bonobos is a Sleuth client). Shireen will also join us on 10/27 to present the brand narrative process to help you prepare for the project. For the second live case on 11/17, student teams will be tasked with developing a brand strategy and narrative for AAA Washington. AAA Washington recently contracted with DNA (Ad Age's 2021 Small Agency of the Year) to expand their brand to better cover their full suite of products. The outside judges for the AAA Washington Live Case include two representatives of DNA (Chris Witherspoon, CEO and Lauren Sooudi, Brand Strategy Director). The final live case on 12/7 will focus on a brand narrative design for

Leafly, an e-commerce supporter/facilitator of thousands of cannabis retailers and brands. The guest judges for the Leafly Live Case include two representatives of Leafly (Yoko Miyashita, CEO; Laura Morarity SVP Marketing) and Cal McAllister, Founder of the Paper Crane Factory (and former Founder and CEO of Wexley School for Girls). Although the guest judges will provide feedback on the live presentations, final grading of the live cases rests solely with Professor Forehand.

On 11/10; we will be joined by Marja Koopmans, Director Health and Smart Home at Amazon. Marja will be leading a discussion and workshop focused on how Amazon integrates brand thinking into their product marketing process.

COVID PROTOCOLS

As with all things COVID, our guidelines and best practices may evolve in accordance with public health best practices. The University of Washington requires students and UW personnel to attest to their vaccination status. Should you have to miss class due to illness, you will be able to view the full recording of the class session on Canvas as well as a series of pre-recorded videos specific to that class session. Should Professor Forehand fall ill, we will move instruction to a Zoom interface and/or find interim instructors. Again, please note that these standards are continually evolving and subject to change.

TECHNOLOGY IN THE CLASSROOM

We may use Zoom for some of our guest speakers (although there are no plans to do so at this point). Laptop use in class is acceptable so long as students remain engaged and do not create distractions for their peers. To that end, please do not surf, email, IM or otherwise engage with content unrelated to the course during class time.

RELIGIOUS ACCOMODATION

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at Faculty Syllabus Guidelines and Resources (https://registrar.washington.edu/staffandfaculty/syllabi-guidelines/). Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form available at (https://registrar.washington.edu/students/religious-accommodations-request/)

COURSE ASSIGNMENTS AND GRADING

This course will include both individual and team assignments. Individual assignments include the consumer psychology exam, a short take-home final and each student's participation grade. Team assignments include the live cases on Bonobos, AAA Washington and Leafly. The same teams will be used for all team projects. The basic grading breakdown is as follows:

	Points:	% of Final Grade:
Class Participation	60	15%
Consumer Psychology Exam	80	20%
Live Case I (Bonobos)	60	15%
Live Case II (AAA Washington)	60	15%
Live Case III (Leafly)	60	15%
Take Home Final	80	20%
TOTAL:	400	100%

Grading Scale:
95% and above	4.0
94%	3.9
93%	3.8
and so forth…	

Team Formation and Projects

Teams will be formed on the first day of the quarter. Each team will be responsible for completing a series of projects.

Class Participation (15%)

My goal is to have lively, stimulating, and intellectually rewarding conversations. You are individually and collectively responsible to that end. Believe me, nobody (including me) wants to hear me ramble on endlessly about the course concepts without engaging in class discussion. The best classes are those that are highlighted by an interactive discussion about the potential marketing opportunities that arise from course concepts. As such, we are all *co-producers* of knowledge.

To help balance participation and make sure everyone in class has an opportunity to contribute, I will be making heavy use of "warm-calling" in which I announce a group of individuals drawn from a randomized list at the start of each class session. Those individuals are in line to be called upon that day as we progress through discussion topics. As such, in-class participation will not be evaluated on the basis of frequency, but rather on the depth of your insights when called upon. The key issue is one of quality, not quantity.

Below is a description of how your class contributions will be calibrated:

Outstanding Contributor: Contributions in class reflect exceptional preparation. Ideas offered are always substantive and provide one or more major insights as well as providing a fruitful

direction for the class. Arguments are well substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

Good Contributor: Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes a fruitful direction for class discussion. Arguments, when presented, are generally well substantiated and are often persuasive. If this person were not a member of the class, the quality of discussions would be diminished considerably.

Satisfactory Contributor: Contributions in class reflect adequate preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the class. Arguments are sometimes presented and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of discussions would be diminished somewhat.

Unsatisfactory Contributor: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide few useful insights, and rarely offer a constructive direction for the class. Class contributions are few and far between. Many contributions are "cherry picking" efforts making isolated, obvious or confusing points. If this person were not a member of the class, the quality of discussions would not be changed.

Two final elements may affect your participation evaluation: 1) Satisfactory completion of Canvas quizzes based on our readings. These are truly optional, but their completion will only help your participation grade. 2) Peer evaluations of each student's contribution to team projects at the end of the quarter.

Consumer Psychology Exam (20%)

A take-home exam on the consumer psychology topics studied during the first couple of weeks of the course. The exam will task students with using consumer psychology theories to develop effective branding efforts. The exam will be completed in class on 10/20.

Live Cases (15% each)

As discussed earlier, teams will be completing three brand redesigns in a live case format. Teams will submit solutions to all three live cases. A subset of teams will be selected to present their solutions to the outside judges for each case. All solutions will be graded regardless of whether the team presents.

Take Home Final (20%)

A take home final that tasks each student with individually developing the core brand strategy for an existing brand will be the final component of the course. In the final, students will be given background research on a consumer brand and a short brief. Each student will be expected to develop a strategy for the brand following the framework used in the live cases. The solution will include the development of brand narrative and the identification and description of brand pillars. The exam will be posted on 12/9 and due no later than 12/14.

REQUIRED AND SUPPLEMENTARY CONTENT

All required consumer psychology readings are included on Canvas. Each is linked on the Canvas home page under its respective course session. These readings are drawn from a number of sources including The Psychology of Decision Making by Plous, Influence: Science and Practice by Cialdini, Predictably Irrational by Ariely, Blindspot by Banaji and Greenwald and Gut Feelings by Gigerenzer.

Nearly all of the required branding readings are available in an online coursepack from Harvard Business Publishing: https://hbsp.harvard.edu/import/967332. There are two required readings for our Brand Naming session on 11/8 that are directly provided on Canvas as they are not accessible through Harvard.

I have also provided links on Canvas to a number of recommended Harvard Business Review web articles. These articles are generally quite short (1-2 pages long) and quite timely, but are quite expensive if included in the coursepack. As a result, I directly linked them on Canvas so that you can view them at your discretion. Harvard Business Press will grant you free access for up to 4 such articles a month if you complete a free registration with them (https://hbr.org/register?ab=redstrip-register). I have carefully limited my recommendations on these articles to 4 per month, but you will need to be judicious in how you access these if you would like to access them all without a subscription.

Finally, The Canvas home page also includes a "For a Deeper Dive" section for many of the course sessions. In this section, I have linked podcasts and other sources that I find quite compelling. Although listening to (or reading) these materials is completely optional, I highly recommend them for anyone wanted to dig even deeper into the content.