

# 個別課程英文授課大綱

表單編號：QP-T02-07-11

保存年限：10年

課程名稱 Course Title	(中文) 跨文化品牌管理 (英文) Cross-Cultural Brand Management		
授課教師 Instructor	萬方	開課單位 Departments	企管系
學分數 Credit(s)	3	修課對象 Target Students	碩士班
課程目標 Course Objectives	<p>This course is developed for advanced and motivated students who are sensitive to cross-cultural difference, who envision their future is intricately connected to the role of Chinese brands in the world brandscape and who have passions for a career as a brand manager in leading companies in China.</p> <p>If you are such a person, I welcome you on board. Let's start this exciting journey for the next 18 weeks.</p> <p>Within the next 18 weeks, I would like to equip my students with the following capabilities:</p> <ul style="list-style-type: none"> <li>• Understanding key concepts and theories in global marketing such as mode of entry, expansion strategy, pricing, distribution, brand management and corporate responsibility.</li> <li>• Understanding processes of conducting business intelligence research for decisions in international context such as environment analysis (political, cultural and competitive environment), internal analysis (channel members and partners) and external analysis (consumer characteristics, product development, brand execution).</li> <li>• In-depth understanding of the processes, issues MNCs face in their global decisions (via cases)</li> <li>• Localizing your brand knowledge in China context. Being able to conduct research and develop plans to create, leverage, maintain, and/or revitalize a Chinese brand in a global context.</li> </ul>		
課程大綱 Course Description	<p>Branding is an emerging area in business research. It has demanded attention from company CEOs to marketing managers. Successful global brands such as Starbucks, Apple, Harley Davidson are more than a product or service. They are identities, symbols and communities. How do companies craft and maintain successful and sustainable brands over time? More than ever, Chinese brands need to learn and customize brand lessons demonstrated by the successes of Westerns brands.</p> <p>The course is broken down into three modules.</p> <p><b><u>Module 1: Core Branding Concepts</u></b></p> <p>We will start off the seminar with introductions of core branding concepts. This module sets the framework of how to study brand management. We will visit core components of brand management: external branding, internal branding and brand soul, and their interactions with external brand environment and their sustainability over time. It is important that you understand the core concepts in this module in order to do well in the subsequent modules.</p> <p><b><u>Module 2: Cross-Cultural Brand Management</u></b></p> <p>In this module we examine brand management in a cross-cultural context. In this global context, it seems impossible to run a company, manage a product line, or deal with business partners without addressing cross-cultural issues. More than ever, the cultural, political and economic differences among the world's consumers and markets have become the most important business intelligence of a Multinational Corporation (MNCs) if run successfully. At the same time, MNCs constantly</p>		

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battle the paradoxes of standardization versus localization, and universalism versus particularism. Unfortunately, unlike Mathematics, or cooking recipes, the formula of managing a successful international business seems to be an illusion. When a company decides to conduct business or deliver their products across border, the cross-cultural challenges they face and solutions or strategies they take are too complex to be condensed into a few guidelines, or a tool box of rules, constructs, or strategies. Instead, the only way to learn is to immerse yourself into brand stories of success and failure. Via these rich tales, we can derive our understanding the core arguments, paradigms, frames in cross-cultural brand managements.

### **Module 3: Brand Practicum: The Role of Chinese Brands in Global Brandscape**

In this module, you will work as a team to identify Chinese brands who have an ambition to grow globally. For example, Acer, 吉利, 比亞迪, 海爾, 聯想. As a group, you will do diligent research in an industry of your interests and identify a company in that industry which has developed overseas markets. You will then employ the knowledge you learned in class and study the company as a case. Detailed project description will be provided in class. You will be contacting the offices of that company in China or local brands in Taiwan and hopefully can invite them to come to your final group presentation.

## 上課進度 Weekly Course Schedule

Week #	Course Content	Week #	Course Content
Week 1	Course introduction	Week 10	In-Class Midterm Exam
Week 2	Key branding concepts --Case 1: brand person relationship	Week 11	Group Work 1: The teams will need to exhaust their resources to conduct field research, media research and interviews to do a case study of an indigenous brand. --field research
Week 3	Traditional branding concept --Keller Chapter 8,9,10	Week 12	Group Work 2: --crafting a brief report
Week 4	Traditional branding concept --Kellogg chapter 1, 2, 6, 16, 17	Week 13	Global Brands meeting Local: Article: Competing with giant, Hidden Dragons Case 6: Jahwa Case 7: Debeer
Week 5	External branding (brand audit) -Kellogg, Chapter 3 -Case 2: BMW	Week 14	Brand Souls of Global Brands --Case 8: McDonald's Russia --Case 9: Pokemon
Week 6	Crafting Luxury brands: Case 3: Stella Artois Case 4: Russian Standard Vodka	Week 15	Branding in B-to-B sector: --Case 10: Café de Columbia --Case 11: Dupont in China

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	Week 7	<b>Identifying branding issues in China or Taiwan</b> --final project planning	Week 16	<b>Branding in other domains:</b> <b>Destination Branding:</b> -Case 12: Branding Israel <b>Retail Branding:</b> --Case 13: Toys R Us	
	Week 8	<b>Group Meeting</b>	Week 17	<b>Group Work 3:</b> --Preparing for the final report	
	Week 9	<b>Internal branding: Establishing a brand culture:</b> --Case 5: Google Kellogg; Chapt 18, 19, 20 12	Week 18	<b>Presentation of the final projects</b>	
教學方式 Instructional Method	The major mode of learning in this course is case analysis and discussion. Case analysis preparation is a crucial teaching technique designed to help students develop individual and immediate marketing problem-solving style. Each student is expected to read the case thoroughly before class. Even though there can be NO formula for case preparation, most students travel a general path which includes <ul style="list-style-type: none"> <li>• reading the case quickly, skimming it for the major issues, problems, or themes;</li> <li>• rereading the case carefully, annotating, highlighting and distinguishing important information;</li> <li>• deciding what the action issues are, or identifying the major problem area;</li> <li>• analyzing the quantitative and qualitative data to reach a useful set of action recommendations; and</li> <li>• choosing a course of action from the analysis, explicitly consider and reject plausible alternative courses</li> </ul>				
課程要求 Course Requirements	<p><b><u>Class Participation (20%):</u></b>                  Class preparation and discussion are essential to a successful learning experience. The student is expected to read book chapters and cases thoroughly before class and substantially contribute to discussion in class.                  At the beginning of each class, specific questions will be distributed and assigned to students formed in groups. Students will be given about 10 minutes to discuss these questions in groups. This will give students an opportunity to catch up with the main topic of each class for those who do not read course materials.                  Remember, you are expected to participate in class discussion actively. Both the quality and frequency of class discussion will substantially affect your final participation grade. The composition of your final participation grade is:</p> <ul style="list-style-type: none"> <li>• class attendance (10pts)</li> <li>• class discussion (10pts)</li> </ul> <p><b><u>Case Presentation and Contrast Analysis (20%)</u></b>                  Throughout the semester, we will be discussing 12 cases. Based on the 12 cases, 5 pairs of cases were identified because of some coherent linkage—stark contrast or striking similarities. There four pairs are: Stella Artois and Russian Standard Vodka; De Beer and Jahwa; McDonald’s Russia and Pokemon; Dupont Teflon and Café de Columbia, Toys R Us Japan and McDonald’s Russia.                  At the beginning of the class, lottery draw will be conducted so that each group or multiple groups will present a case. In addition, for each case, there is a matching case. You need to write a short analysis on these two cases. Case presentation will take up 8 points. Contrast case write-up will take up 12 points.</p>				
評量方式 Evaluation					

**Case Presentation (8%)**

At the beginning of each class, a group will present an assigned case in 10 minutes. In the presentation, students should AVOID simply repeating the case facts. Instead, they are expected to focus on issues, problems, opportunities, strategies, and potential solutions buried under the facts and data presented in the case. A PowerPoint presentation is required.

**Short Contrast Analysis (12%)**

With each case assigned to a group, there is a matched case. It is your job (individual) to write a short analysis for a pair of cases—ways to link the cases, or ways to use some conceptual articles from Harvard Business Reviews to contrast and compare the cases. The short analysis should be 4-page long, double-spaced, due at the class when the cases will be presented. The comparison between cases should revolve around 1 or 2 major themes, or concepts. Please refer to Appendix B for guidelines of contrast analysis.

Marks for case presentation and short contrast analysis will be released at the end of the course when every write-up and presentation is handed in.

**Final Group Project (30%):**

Using the knowledge acquired from this class to solve marketing or branding related problems or conduct relevant research in a cross-cultural context is important. Therefore, each group project should be dealing with a real-world business issue. I will provide a guideline for final group project. You will be given time to search for a brand in China that either expands to oversea markets or a strong contender of foreign brands in their respective industries.

This field project tests your commitment to a chosen project and your devotion to this brand. I will allocate time for you to go to the field, meet up with contacts from the brand you choose, conduct marketing research, conduct some interviews, or meet up with your group.

Progress reports are expected. A group leader will be chosen to monitor attendance and commitment of each group member regarding his/her assigned task. The final deliverable has to be formal. You need to be creative and resourceful, just like any job you might take after you graduate from school. For example, you might have to ask your friends who are knowledgeable in certain domains to help out in order to successfully complete the project. Two copies of the final projects are required, with one of them going to the contact of the brand.

Final project guidelines will be released in the middle of the course.

**Final Exams (30%)**

In addition to class participation, mid-term and final exams depend on individual efforts. However, an active involvement in group projects and discussion will for sure work to your benefit. A general review of course materials will be conducted in class respectively for mid-term and final exam. A general strategy to do well in these exams is to pay attention to the linkage **BETWEEN** the concepts/theories in the textbook/articles and the facts/data in the cases; and to draw lessons/conclusions among various issues **ACROSS** cases. The exams take the form of essay questions.

Class Participation	20% (Individual)
Case Presentation	8% (Group)
Short contrast analysis	12% (Individual)
Final Exam	30% (Individual)
Group project	30% (Group)

**Peer Evaluations: Very Important!**

You will be asked to evaluate both yourself and your group members in terms of the contribution to THREE group endeavors: case presentation, contrast analysis and group project. In previous classes, peer evaluation substantially affected a person's final grade. Some students received very low individual grades even though their group got very high grade for their work. Peer evaluation is a good censoring mechanism to make sure that each group member contributes to the projects substantially. At the same time, you should remember to hand in your peer

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evaluation sheet in time.  
Your final grade of each project is calculated via the following formula:  
**Individual grade=group grade\*(the average evaluation of your contribution/the highest average evaluation score within each group).**

A course package will be distributed to students (please see Appendix 1 for content). Chapters from the following books will be selected:

- Tybout, Alice M. and Tim Calkins (2005). *Kellogg on Branding: The Marketing Faculty of the Kellogg School of Management*. New Jersey: Wiley and Sons.
- De Chernatony, Leslie (2006). *From Brand Vision to Brand Evaluation: The Strategic Process of Growing and Strengthening Brands*. New York: Elsevier.

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Article#	Article Name
A 1	Exploring Brand-Person Relationships: Three Life Histories (Condensed)
A 2	Note On Brand Audit: How To Measure Brand Awareness, Brand Image, Brand Equity And Brand Value
A 3	Brands And Branding
A 4	Launching The BMW Z3 Roadster
A 5	Stella Artois In The UK
A 6	How Belgium's 'Peasant' Bear Became 'Premium' In U.S.-Stella Artois's Shrewd Marketing In Hip New York Bars Boosts Draw; A 'Reassuringly Expensive' Brew
A 7	Two Routes Of Brand Development
A 8	Positioning Your Product
A 9	Building Brands Without Mass Media
A 10	The Vanishing Mass Market
A 11	Russian Standard Vodka: Strategies For Global Branding And Expansion Into The U.S. Market
A 12	From Branded Article To Brand Portfolio
A 13	How Not To Extend Your Luxury Brand
A 14	Diesel For Successful Living: Branding Strategies For An Up-market Line Extension In The Fashion Industry
A 15	The Perfect Paradox Of Star Brands: An Interview With Bernard Arnault Of LVMH

教材及參考  
書目  
Textbooks &  
Suggested  
Materials

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	<p>A 16 Marketing Malpractice: The Cause And The Cure</p> <p>A 17 The Brand Relationship Spectrum: The Key To The Brand Architecture Challenge</p> <p>A 18 The Brand Report Card</p> <p>A 19 The Lure Of Global Branding</p> <p>A 20 De Beers: Diamonds Are For Asia</p> <p>A 21 Shanghai Jahwa: Liushen Shower Cream (A)</p> <p>A 22 Competing With Giants: Survival Strategies For Local Companies In Emerging Markets</p> <p>A 23 The Hidden Dragons</p> <p>A 24 McDonald's Russia: Managing A Crisis</p> <p>A 25 Pokemon™: Gotta Catch 'Em All™ (Abridged)</p> <p>A 26 DuPont Teflon: China Brand Strategy</p> <p>A 27 Café de Columbia</p> <p>A 28 Ingredient Branding: A Strategy Option With Multiple Beneficiaries</p>
<p>課程相關 連結網址  Course Website</p>	
<p>備註  Remarks</p>	<p style="text-align: center;"><b>Appendix A: Guideline for Contrast Analysis:</b></p> <p><b>1. Overview:</b> The essence of effective case learning is to contrast and compare cases within and across problem situations. Students working in groups will select A PAIR of cases to analyze and contrast. The comparison between cases should revolve around 1 or 2 major themes or concepts. A focused analysis (6 pages max, double-spaced) will be due on the day when the two cases are discussed.</p> <p><b>2. Evaluation Criteria:</b></p> <p style="margin-left: 20px;">a. Written analysis (5 page, double-spaced, Times New Men font 12):</p> <p style="margin-left: 40px;">i. Identify a theme under which two cases are compared (e.g., non-traditional marketing; expanding luxury brands; ingredient branding).</p> <p style="margin-left: 40px;">ii. Resort to course materials to illustrate the theme and contextualize the theme with the cases</p> <p style="margin-left: 40px;">iii. Within the theme, compare the strategies of two cases along important dimensions (e.g., do they have similar or different challenges? Do they come up with different or similar solutions?)</p> <p style="margin-left: 40px;">iv. Evaluation of the strategies of the two cases and how they learn from each other (in a long term, will the strategy specified in the case work? Does one brand in one case have a strategy that might inform and help the other brand in another case?)</p> <p style="margin-left: 40px;">v. Recommendations of solutions/strategies for the two cases in a long run.</p> <p style="margin-left: 40px;">vi. Conclude your analysis with a take-away message/lesson that might help brands who aim to expand globally.</p> <p><b>3. Important note:</b></p> <p style="margin-left: 20px;">a. Low mark will be received if you analyze the two cases separately (case 1, the first half of the analysis; case 2 the second half)</p>

- b. Cases need to be compared along each dimension and need to dialogue with each other under a conceptual framework (theme). Textbook chapters and additional articles are great resources for these themes, and conceptual framework.
- c. Two or three dimensions to illustrate your theme are better than one.

## Appendix B: Final Project Outline

### 1. Option 1: Working with real clients in branding world

This option is to give students an opportunity to apply learned knowledge in class in the real world of branding. Students will be presented with several potential clients from small businesses in Winnipeg. Groups are encouraged to choose the business that interests them the most. If multiple groups are interested in the same business, a bidding process may take place where groups will “pitch” their overall branding strategy based on the presentation of the client. Alternatively, two groups may work on the same business with the client’s consent and that there are no other vacant clients available.

This project can be roughly divided into five stages:

1. Interview with client (internal assessment of company)
2. Market research and analysis
3. Branding strategy and Implementation
4. Recommendation
5. Presentation and Report

#### Stage 1: Interview and Internal Assessment

Students are encouraged to meet with their client(s) and do onsite observations to find issues that go deeper than the initial presentation in class. You should focus on the current internal issues of the company: HR, operations, marketing, culture, values, and *goals*.

Students can assess the company on the bases of strengths and weaknesses in its current condition, and related them to the goals in the short term and long term, capabilities and potentials.

Lastly, pay attention to the owner’s openness to changes. How far is he/she willing to change the business’s current condition, strategy, and brand image; in what aspects and by how much? Will the owner’s own personal bias hinder your brand consultation strategies?

#### Stage 2: Market research and Analysis

Students should look into the external environment in which the company competes. You are encouraged to do some research on the existing conditions of the market from secondary sources such as newspapers, magazines, journals, databases, and other credible sources. However, it is also important to look beyond existing literature and conduct first hand research, such as surveys and in-depth interviews (with competitors or customers).

These researches will help you to have a grasp on the current market conditions that you need to consider when developing your branding strategies. The research results can strengthen your position when convincing your client that the proposed strategy is valid and credible.

#### Stage 3: Branding Strategy and Implementation

The core of this stage is to develop a branding strategy that connects the company’s internal resources to the external environment to achieve the owner’s goals. Use your research findings and apply them to the internal resources and owner’s goals. Apply your knowledge and theories learned from class and adapt them into these real situations. Are the owner’s goals feasible given the internal and external realities of the business? Does the company need to shift some of its internal aspects to better strengthen itself in its market position? How should this shift be done? Does the brand need to shift? How will this impact existing employees and customers? You do not have to answer all of these questions, but they should give you an idea of how to begin your thinking process in formulation your branding strategies. Certainly please do not limit yourselves only to these fore mentioned questions, and try to develop a comprehensive branding plan.

Once you have concluded what your strategy is, you will need to decide how to do it. Remember, a branding strategy is more than just a marketing campaign: it is the identity of the company. By changing a company's inside, you can change many aspects how the brand is expressed externally. In this part you will decide how you will implement your branding plan. Be creative in your branding plan, but it should also be valid and sound.

#### Stage 4: Recommendation

After you have developed your strategy and implementation plan, you will need to consult with your client once more and convince him/her that your plan is not only credible but is strong and will be successful. During this process, you may need to be tactful since your client may resist your findings and your recommendations. Use your research on the external environment to strengthen your position. Be confident in your claims and suggestions and your client will also be confident in you.

#### Stage 5: Presentation and Report

The presentation and the report are ways for you to share with the class and me your branding strategies and branding experiences. For the presentation, you should devote 90% to the branding process (internal assessment, research, plan formulation and implementation), and devote 10% to your experience with this project: how did you feel about the client interview(s)? Did your client accept your recommendations? What were your biggest challenges and difficulties? How did you overcome them? What were your likes and dislikes? Was the experience rewarding? What suggestions or improvements would you recommend to future students?

For the written report, you will need to develop two different versions: client and internal (professor's copy). For the client's copy, you will need to write it as a formal business proposal. It should include (use as a general guideline):

Title page (1 page)

Executive Summary (1 page)

- What the report is about
- What are your findings (strategy and key implementations)
- What are some supporting evidence (internal and external)

Table of Contents (1 page)

Internal Assessment and Analysis

- What are the concerns from client interview
- What are some issues revealed from onsite observations
- What are the concerns from employee interview and assessment

External Research and Analysis

- In what market does the business compete
- What is the market condition (Trends? Segments?)
- What does your consumer research reveal

Branding Strategy

- What are the goals for the brand
- Given those goals, how should the business position itself in the market given the internal and external analysis
- Can you base your branding strategy on any existing knowledge or theories attained from class?

Branding Implementations

- What are the areas of the business that need to change
  - o Employee, management (owner), culture, values, customer relations, brand exposure...
- How will you implement those changes
  - o Training, control and reward systems, interior designs, external brand expression (logo, marketing, social events)...

Bibliography (follow the journal of consumer research reference style)

Appendix/Exhibits\*



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For internal version (professor's copy), you will simply need to attach a 1 to 2 page of "Project Summary" BEFORE the Executive Summary. Everything else is exactly the same as the client's version. For the Project Summary, please give a report on your project as a whole. I want to know the "inside" story behind your projects; essentially it is equivalent to the 10% of your presentation about your experience with this project, which are things that you should not reveal to your client. Please also feel free to include a group photo at the end of the Project Summary.

\*Note: IF a chart/graph/sample logo is important and relevant to an area of discussion, INSERT it INSIDE the written report. For other general graphs, charts, pictures, and survey questions and results, attach as part of appendix/exhibits.