



STRATEGIC BRAND DEVELOPMENT
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Strategic Brand Development Course

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DETAILS

This course was constructed around two years of conversation with Anderson students via the Executive in Residence program.

BACKGROUND

Sasha Strauss has worked for the world's leading advertising and branding firms including TBWA\Chiat\Day, Rogers & Cowan and Siegel+Gale. During that time, Strauss was commissioned to travel globally to teach Fortune 500 executives the practices of strategic brand development via a series of original, practical-application workshops.

After a decade of category leadership, Strauss was asked to formally lead graduate studies courses at USC Marshall and USC Annenberg. Six years later, the courses remain the most impacted classes in either program, with a year-long waiting list.

Strauss guest lectures upwards of five times a year in the Anderson MBA, EMBA and FEMBA programs.

CLASS TOPIC: STRATEGIC BRAND MANAGEMENT

What the class **is** about:

Strategic Brand Development: The research, strategic planning and construction of a brand that either has yet to exist, or needs to be refreshed/rebuilt
 → Authoring and positioning a brand's original voice/tone/character, organizing, packaging and naming product portfolios via brand architecture, defining visual strategies for audience recall, etc.

What the class will **not** be about:

Brand Management: The management of a brand that has already been built
 → Pricing, distribution, shelf placement, strategic partnerships, promotions, etc.

Brand Marketing: The active communication of a brand that has already been built
 → Selecting marketing channels, assessing impression opportunities, development of a brochure, website, sales presentation, etc.

COURSE OUTLINE

	day 1	day 2	day 3	day 4	day 5
READINGS	David Aaker Building Strong Brands				
	ARTICLE 1 & 2	ARTICLE 3	ARTICLE 4	ARTICLE 5 & 6	ARTICLE 7
CLASSWORK	Intro				
	Brand Elements	Brand Research	Brand Platform	Brand Naming	Brand Extension
			Brand Architecture	Brand Visual Expression	
		Case Studies	Case Studies		Case Studies
	Inside the Branders Studio Sr. Brand Executive Interviews in Class <30min				

Brand Elements: comprehensive immersion into strategic brand development.

Brand Research: research methodology designed to study a brand's business.

Brand Platform: a brand messaging system, from positioning to tagline.

Brand Architecture: defining and managing a brand's portfolio of offerings.

Brand Naming: verbal and written identifications of a brand.

Brand Visual Expression: visual assets that communicate a brand.

Brand Extension: identification and analysis of market opportunities to create new brand offerings.

Case Studies: Fortune 500 brand strategies that Sasha Strauss has personally built, told stage by stage.

COURSE READINGS

Book (optional):

Aaker, David A., (1996). *Building Strong Brands*: Simon & Schuster, Inc.: New York, NY.

Articles:

1. Dacin, P.A., & Smith, D.C. (1994). *The effect of brand portfolio characteristics on consumer evaluations of brand extensions*. *Journal of Marketing Research*, 31, p.229-242.
2. Lichtenstein, D., Netemeyer, R., & Maxham, J. (2010). *The relationships among manager, employee, and customer-company identification: Implications for retail store financial performance*. *Journal of Retailing* (86), 85-93.
3. Loken, B., Joiner, C., & Houston, M. (2010). *Leveraging a brand through brand extension: a review of two decades of research*. In Loken, B., Ahluwalia, R., & Houston, M., *Brands and Brand Management* (pp. 11-18). NY: Psychology Press.
4. Hobsbawm, A. (2009). *Brands 2.0: brands in a digital world*. In Clifton, R., *Brands and Branding* (pp.217-233). Bloomberg Press.
5. Deighton, J. (2008). March 25, 2008. *Harvard Business Review*. *Dove: Evolution of a brand*.
6. Aaker, J. (1997). *Dimensions of brand personality*. *Journal of Marketing Research*, 34, p.347-356.
7. Bernoff, J. & Chadler, T. (2010). *Amplifying your fans*. In *Empowered: Unleash your employees, energize your customers, and transform your business*. Harvard Business Press.
8. Allen, T. & Simmons, J. (2009). *Visual and verbal identity*. In Clifton, R., *Brands and Branding* (pp.112-126). Bloomberg Press.
9. Bosch, A., Jong, M., & Elving, W. (2005). *How corporate visual identity supports reputation*. *Corporate Communication*, 10(2), 108-116.

GRADING

Reading Quizzes:	20% of grade (10% each)
1. Article comprehension and strategic insight	
Team Project:	40% of grade
1. Brand Platform authoring (positioning, brand vision, brand character definition, etc. for assigned client)	
Individual Writing Assignment:	40% of grade
1. Response essay on a real-world brand challenge where course practical-application content must be applied to effectively “solve” the brand challenge.	

SASHA STRAUSS BIO

Clients, agencies, media and academic institutions call upon Sasha Strauss' award-winning forums worldwide; from Romania to China, Switzerland to Mexico. Media channels like National Public Radio (NPR), Forbes and The Wall Street Journal regularly seek his expertise on branding everything from presidential candidates to innovative start-ups and Fortune 500s. He has keynoted with speakers such as Magic Johnson, Tony Hsieh, Frank Gehry, Biz Stone and Simon Sinek.

With nearly 20 years in strategic brand development, Mr. Strauss has built brands at the world's leading advertising, PR, marketing and branding agencies.

In 2006, Mr. Strauss founded Innovation Protocol, a brand strategy consulting firm that exclusively serves innovators. As the Managing Director, Mr. Strauss leads a team of 30 strategy consultants that serve clients such as Warner Bros, Johnson & Johnson, Korn/Ferry International, ADP, Evite and PayPal. Innovation Protocol also allocates 10% of the company's brand development services to non-profits, with millions of dollars in pro-bono work being delivered since the firm's founding.

When not supporting Innovation Protocol's international clientele, Mr. Strauss teaches graduate brand strategy at USC's Marshall School of Business and Annenberg School for Communication. On the other side of town at UCLA's Anderson School of Management, Mr. Strauss is an Executive in Residence, coaching EMBA's in corporate and professional brand development. Mr. Strauss also guest lectures at preeminent graduate programs such as MIT Sloan and The Johnson School at Cornell.

Mr. Strauss holds a bachelors degree from UC Irvine, a masters in strategic corporate communication management from USC and an executive business management degree from UCLA's Anderson Graduate School of Management.

Mr. Strauss is a certified Toastmaster, an Entrepreneurs Organization leader, a Big Brother (mentor), an Eagle Scout and a swooning husband.