

Brand Management
(SECS-P/08)
Laurea Magistrale (MSc) in Marketing
8 ECTS
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Introduction

Brand Management focuses attention on the important role that brands currently play in entrepreneurial success. This applies to products, organisations and also celebrities. In these times of excess and product similarity, brands are the most important suppliers of distinction and added value. For companies, brands represent intangible assets that could be used to build differentiation and to develop positioning, growth and internationalization strategies. For consumers, the brand is an identification agent with whom to establish relationships based on trust and loyalty. Often, it is to do with the emotional value and the extra dimension or perception that a brand adds to a product. This emotion and the perception are becoming more and more important to consumers. Brands, such as Red Bull, Apple, Diesel and MSN are living proof of this. How do you manage a brand in such a way that consumers identify themselves with your brand and buy it?

Learning objectives

The objectives of the course are:

- To obtain a comprehensive understanding of key concepts and theories related to brand management.
- To gain techniques and insights on how to plan, create, and maintain a healthy, purpose driven brand.
- To learn how to develop a framework to identify and establish brand positioning and values to build customer based brand equity.
- To critically evaluate and design strategies for developing brands, introducing new products, and entering new markets as well as extending, revitalising and reinforcing existing brands.

Methodologies

During the different sections of this course, we will discuss both theory and practice, with the broadest focus as possible to incorporate different business dynamics, and with a variety of learning methods:

- Lecture/Discussion, where theoretical foundations and practical implications on specific topics will be introduced.
- Case studies and group discussions on assigned topics.

- Q&A sessions with practitioners from industry (where possible).

Lecture/Discussion. The first part of each session will feature a lecture/discussion format. These sessions are devoted to presentation and discussion of frameworks, concepts and theories that are useful for marketing practice. In general, these lectures are strongly linked to what we have discussed previously during case analyses.

The lecture/discussion sessions are often accompanied by assigned readings, which may be articles, book chapters or class notes. During these sessions I do not 'explain' the readings, therefore sessions do not substitute your reading or vice versa. In general, students' participation in these sessions is not as deep as in the case discussions. However, I do expect that you debate some of the ideas and contribute with your experiences. I also expect that you read and study the assigned material prior to class, as this accelerates the pace of the session and make discussions richer.

Guest professors or experts might also be invited to these sessions. Sometimes it is good to learn from experts' experiences. Q&A sessions are a good opportunity for this.

Case Studies. The second part of each session will be devoted to the analysis, presentation and discussion of cases. The case method is one of the most effective pedagogical tools to sharpen your analytical and decision-making skills, as it requires you to be an active participant in marketing decisions. Cases intend to give you practice in assembling data, supporting and discussing decisions. Moreover, the case method provides a vehicle by which to apply theories, concepts, and frameworks that we discuss in class or which you find in the assigned readings. Finally, the discussion constitutes an opportunity to defend your position and to learn from others, by listening to their comments and criticisms. Everything is discussed in a "safe environment", where there are low risks when mistakes are made. Classrooms are our training environments to prepare you for business challenges.

Case discussions begin with me asking one or more participants to start the class by answering a specific question or series of questions in the format of a presentation. You should come to class thoroughly prepared to present your answers to the questions and to start the discussion. After this, I will open the discussion to the rest of the class. In these discussions, I expect from each participant to be prepared to share his or her individual thoughts with the class. The objective of the discussions is to examine completely all aspects of the situation and come up with solutions. In these sessions, I will act as a facilitator. You should be aware that the direction and quality of the discussion is the collective responsibility of the group, not only my responsibility as the course instructor.

Project work. The team-based project involves a real brand analysis at Deliveroo. This project will conclude with your presentation of the project to the Deliveroo managers. You will have a chance to apply the material discussed in class to a real world project, thus experiencing what it actually means to work as a brand manager. Virgin managers will provide a brief detailing the marketing challenge. You and your team are expected to work

on different components of the project weekly. This project will conclude with a presentation that should include the following:

1) Company and Product Description, in which you have to describe (a) the company briefly making reference to the industries that it operates in, its products, its market share(s), competition, trends in sales etc. and (b) the product idea/concept highlighting benefits and value for customers. Also state marketing objectives with respect to market share, sales, or profits. Debate whether these goals are realistic, etc...

2) Market analysis, in which you have to analyze the environment (micro and macro) and above all the consumers. This part will be evaluated based on the breadth and depth of the data collected, as well as the relevance and soundness of the insights derived.

3) Target market and positioning of the product, in which you profile the intended target market for the product. Make sure that you use relevant psychographic variables to describe your target market so that one can assess the potential size of the segment. Explain your rationale underlying your target market selection. Explain how you will position the product to the target market: identify the most important product attribute(s) and where you want your product to be perceived by your target market with respect to these attributes.

4) Branding Strategy, in which you will describe your strategy in terms of Product, Price, Distribution, and Promotion and justify the chosen strategies. This part will be evaluated based on its consistency with the marketing strategy, comprehensiveness, creativity and out-of-the-box thinking, and thoroughness of its budgeting and financial aspects. Groups are required to hand in a written 15-20 page digital marketing plan and make an oral presentation, which will last approx. 15 minutes and will highlight your proposed strategy to the Deliveroo managers.

What do I expect from you during the classes

This is a discussion course, so I encourage your active participation. Sharing your experience with the group will enrich all the participants and make the sessions more dynamic.

Laptop/tablets policy. You are not supposed to use your laptop/tablets during case discussions. You have to be 100% focused on the discussions. You may use your laptops/tablets on the lectures/discussion sessions ONLY for academic use. Emailing, chatting, skyping, internet surfing, etc. should not be done during classes. Doing these would penalize strongly your grade on class participation.

Course contents

Throughout the course we will review both seminal and advanced concepts of brand management theory and practice, all of them illustrated by brand cases across different

industries and geographies.

Brand Strategy core contents:

- The brand equity concept: management and measurement
- Brand valuation methods
- Brand identity, brand positioning, brand image
- Brand extensions and brand revitalization
- Brand Portfolio Management
- Brand Architectures
- Brand Management

Assessment

1. Class contribution 20%
2. Project work 35%
3. Final exam 45%

1. Class contribution:

This course moves at a fast pace and much of the learning will take place during in-class exercises and discussion. Students are expected to attend all class sessions, complete all assigned readings prior to class and be prepared to participate. Attendance will be taken and participation will be evaluated at each class session.

Your weekly class participation grade includes the following:

- Attendance
- In class participation - both verbal and chat
- Quality of overall participation

Keep in mind that your grade for class participation is not simply a function of the amount of "air time" you take up. In general, I will evaluate you after each session on your interventions during class, how well you present and respond to my questions and how effectively you take into account the comments and analyses of your classmates.

2. Project Work:

The project is to be completed in groups of four students. Students are asked to develop a brand analysis and strategy for Deliveroo. The majority of the project will be completed in class as we cover each topic area.

In addition to a written 15-20 page plan, students must make an oral presentation, which will last approx. 15 minutes and will highlight your analysis and proposed strategy. The team determines the presentation format and content of the oral presentation but following the written report format is highly recommended.

2. Final Exam:

The final exam consists of both multiple choice and short answer questions. It is an in-class closed book exam designed to test your understanding of the terminology and techniques used in brand management as well as your depth of understanding of important concepts. Questions will be application oriented and will not typically test your recall of facts but will assess your understanding of brand management concepts and their applications. The exam covers information from the PowerPoint slides, handouts, videos, plus all topics and cases discussed in class.

Course materials

- Packet of cases and readings available to download at <https://hbsp.harvard.edu/import/574227>
- Recommended manuals: (optional) one among the following:
 - “The New Strategic Brand Management”, Kapferer (2012),
 - “Strategic Brand Management”, European Edition, Keller et al. (2011),
 - “Positioning the Brand”, Riezebos & van der Grinten. (2012),
 - “Competitive Success: How Branding Adds Value”, Davis (2009).

Overview of Sessions

Class #	Date	Topic	Assigned Reading
1	29 Oct 2018 14:30-16:30	Deliveroo Presentation	
2	30 Oct 2018 14:30-16:30	What is a Brand?	Lodish and Lamela, If brands are built over years why are they managed over quarters?, Harvard Business Review (2007) Keinan and Avery, Understanding brands, Harvard Business Review (2008)
3	31 Oct 2018 14:30-16:30	Brand Equity	Keller, Building Customer-Based Brand Equity, Marketing Management (2001) Salinas and Ambler, A taxonomy of brand valuation practice: methodologies and purposes, Journal of Brand Management (2009)

4	12 Nov 2018 14:30-16:30	Creating and Crafting Brands: from brand identity to brand image	Keller, Brand Mantras; rationale, criteria and examples (1999)
5	13 Nov 2018 14:30-16:30	Case development, presentation and discussion: Dove: Evolution of a brand	
6	14 Nov 2018 14:30-16:30	From Brand Identity to Positioning: Defining competitive positioning Discussion: Kapferer's Brand Identity Prism BTC Model Porter's 5 Forces Model Brand Key Model The Golden Circle	Keller et al, Three questions you need to ask about your brand, Harvard Business Review (2002). Yankelovich and Meer, Rediscovering Market Segmentation, Harvard Business Review (2006).
7	15 Nov 2018 14:30-16:30	Case development, presentation and discussion: Metabical: Positioning and Communication for a weight loss drug.	
8	16 Nov 2018 14:30-16:30	Project development and Q&A	
9	27 Nov 2018 09:30-14:30	Defining brand systems: brand architectures and brand portfolios Case development, presentation and discussion: Real Madrid CF Questions for discussion: • Describe Real Madrid's business model and analyse how has the market of football evolved in time • Regarding segmentation, how many market segments can you detect?, describe	Hill et al, Achieving the ideal brand portfolio, Sloan Management Review (2005). Aaker and Joachimsthaler, The brand relationship spectrum, California Management Review (2000). Keller, Designing and implementing brand architecture strategies, Journal of Brand Management (2014).

		<p>them</p> <ul style="list-style-type: none"> • What is the logic of hiring “galácticos”? Is it a sustainable business model? 	
10	28 Nov 2018 09:30-14:30	<p>Designing marketing campaigns to build brand equity</p> <p>Project development and Q&A</p>	Christensen et al, HBR's 10 Must Reads on Strategic Marketing (Chapter: Rust et al, Rethinking Marketing; Chapter: Edelman, Marketing in a Digital Age).
11	29 Nov 2018 09:30-14:30	<p>The challenge of growing a global brand</p> <p>Discussion: Porter's 5 Forces Model</p> <p>Case development, presentation and discussion: Louis Vuitton in India</p> <p>Questions for discussion:</p> <ul style="list-style-type: none"> • Does a brand like LV have a market in India? • Where can LV find an opportunity in the Indian market? • How should LV approach this market? 	<p>Holt et al, How do global brands compete, Harvard Business Review (2004).</p> <p>Kapferer and Schuiling, Real differences between Local and International Brands, Journal of International Marketing (2004).</p> <p>Kapferer, The Post Global Brand, Journal of Brand Management (2005).</p> <p>Aaker et al, Lure of Global Branding (1999).</p>
12	30 Nov 2018 09:30-14:30	<p>Managing brand relevance over time</p> <p>Case development, presentation and discussion: Reinventing Nespresso? A leader under attack</p> <p>Questions for discussion:</p> <ul style="list-style-type: none"> • Which competitive drivers are challenging Nespresso's position in the market? • Given the competitive 	<p>Keller, Managing brands for the long run, California Management Review (1999).</p> <p>Moon, Break free from the product life cycle, Harvard Business Review (2005).</p>

		<p>landscape would you recommend Nespresso to modify its strategy/business model? Why?/Why not?</p> <ul style="list-style-type: none"> • How would you say is Nespresso different/similar to the rest of Nestlé's brands? 	
13	3 Dec 2018 09:30-13:30	<p>The challenge of commoditization: Manufacturer brands vs the Private Label Challenge.</p> <p>Case development, presentation and discussion: Renova: Black Toilet Paper</p> <p>Questions for discussion:</p> <ul style="list-style-type: none"> • Which are the key factors that consumers consider when purchasing toilet paper? • Analyze key competitors in this industry? • Which options has Renova to stay relevant? Which would you recommend? 	<p>Barwise and Meehan, The myth of differentiation, ECR Journal (2005).</p> <p>Schrage, The myth of commoditization, Sloan Management Review (2007).</p> <p>Quelch et al, Brands vs. Private Labels: Fighting to Win (2011).</p>
14	4 Dec 2018 09:30-13:30	<p>Growing through brand extensions</p> <p>Discussion: Brand Portfolio Model</p> <p>Project development and Q&A</p>	<p>Völckner and Sattler, Drivers of Brand Extension Success, Journal of Marketing (2006).</p> <p>Marks et al, GoPro: Brand Extension (2017).</p>
15	5 Dec 2018 09:30-13:30	<p>Measuring brand equity</p> <p>Project development and Q&A</p>	<p>Reichheld et al, The Enterprise Story--Measuring What Matters (2011).</p> <p>Aaker, Measuring Brand Equity Across Products and Markets (1996).</p>
16	6 Dec 2018 09:30-13:30	Project work presentations	

17	7 Dec 2018 09:30-13:30	Final exam	
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Note About Course Outline and Schedule

The instructor reserves the right to change weekly readings and assignments based on students' level of understanding of key concepts.

Cheating and Plagiarism

Cheating and plagiarism are serious offenses. Cheating is the attempted or unauthorized use of materials, information, notes, study aids, devices or communication during an academic exercise. Examples include but are not limited to:

- Copying from another student during an examination or allowing another to copy your work;
- Unauthorized collaborating on a take home assignment or examination;
- Using unauthorized notes during a closed book examination;
- Using unauthorized electronic devices during an examination;
- Taking an examination for another student or asking or allowing another student to take an examination for you;
- Submitting substantial portions of the same paper to two classes without consulting the second instructor;
- Allowing others to research and write assigned papers including the use of commercial term paper services;
- Signing for another student on the attendance sheet;
- Plagiarism is the act of presenting another person's ideas, research or writing as your own;
- Copying another person's actual words without the use of quotation marks and footnotes (a functional limit is four or more words taken from the work of another);
- Presenting another person's ideas or theories in your own words without acknowledging them;
- Using information that is not considered common knowledge without acknowledging the source;
- Failure to acknowledge collaborators on homework and laboratory assignment.

My policy is to give a failing grade to any assignment that has been plagiarized or an exam in which you have cheated. If I catch a person cheating on the attendance sheet my policy is to give a zero to the cheating student for his/her attendance grade.