

**Brand Management  
(SECS-P/08)  
Laurea Magistrale (MSc) in Marketing  
8 ECTS  
Department of Economics, Management and Business Law  
Module 1 (4 ECTS): Prof. Julien Morange  
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Module 2 (4 ECTS): Prof. John Clancy  
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## **Introduction**

The management of intangible assets has become one of the main sources of differentiation against competition. Among all intangible assets, the brand is one of the most important.

Brand management is a function of marketing that uses techniques to increase the perceived value of a brand over time. Effective brand management enables the price of the branded products to go up. It builds customers loyalty by creating a positive brand association and a strong brand awareness. Developing a strategic plan for a successful brand requires a comprehensive understanding of the brand, its target market, and the company's overall vision.

Following the globalization trend, an increasing number of brands are having access to foreign markets and are gaining international recognition. Global brands positioning, advertising, strategy, personality, look and feel are in most respects the same from one country to another. However, achieving global branding with economies of scale is highly challenging with difficulties such as consolidating the advertising theme.

This global, ever-changing and fiercely competitive market makes it difficult to keep brands relevant overtime. Kodak's decades-long decline as digital photography destroyed its film-based brand is a good illustration of this difficulty. Private labels challenging well established manufacturer brands is another illustration.

This risky environment for established brand has also growth opportunities through brand extension. Brand extension to new product categories such as the Lego movie or to reach different market segments within a same product category with Lexus from Toyota are good examples of those opportunities.

## **Learning objectives**

The objectives of the course are to be able to:

- Explain what a *brand* is, how it adds value and how to categorize it
- Diagnose and solve issues related to *global brand* management across sectors and business situations
- Plan and manage *brand relevance overtime*

- Analyze the strengths and weaknesses of *manufacturing brands vs private label* and adapt a branding strategy accordingly
- To learn how to detect *brand extensions growth opportunities*, successfully design and implement brand extensions plans
- 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, incorporate different business dynamics, and use a variety of learning methods:

- Lecture/Discussion to introduce theoretical foundations and practical implications on specific topics.
- Case studies and group discussions on assigned topics.
- Q&A sessions

## **Lecture/Discussion**

The first session of the day follows a lecture/discussion format. These sessions are devoted to presentation and discussion of concepts and theories to academically understand brand management.

The lecture/discussion sessions are often accompanied by assigned readings, which may be articles, book chapters or class notes. During these sessions readings are not explained, 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, it is expected that you debate some of the ideas and contribute with your experiences. It is also expected that you read and study the assigned material prior to class, as this accelerates the pace of the session and make discussions richer.

## **Case studies**

Generally, the second session of the day will be devoted to the analysis 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 brand management 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. The class must have a "safe environment" mindset,

within which there are low risks when mistakes are made. The classroom is a training environment to prepare you for business challenges.

Generally, case discussion starts by randomly engaging one or more participants to answer a specific question or series of questions. You should come to class thoroughly prepared to answer questions and to start the discussion. After this, the discussion will be opened to the rest of the class. In these discussions, each participant is expected 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. It is important to understand that the direction and quality of the discussion is the collective responsibility of the group.

### **Expected from you during the classes**

This is a discussion course; your active participation is encouraged. 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 must be 100% focused in 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.**

Your timely attendance is expected for each session. Whatever the reason, please try to refrain yourself from leaving the class outside of breaks.

### **Module 1 – The brand concept**

#### **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.

The course core contents:

- Understanding Brands
- Growing through Brand Extensions
- The Challenge of Growing Global: Global Branding
- Managing Brand Relevance Overtime
- The Challenge of Commercialization: Manufacturer Brands vs the Private Label Challenge

#### **Assessment**

- |                            |     |
|----------------------------|-----|
| 1. Class contribution      | 30% |
| 2. Team-based project work | 35% |

### 3. Individual assignment

35%

#### **Class contribution**

Grading class participation is necessarily subjective. Some of the criteria for evaluating effective class participation include:

- Is the participant prepared? Do comments show evidence of analysis of the case? Do comments add to our understanding of the situation? Does the participant go beyond simple repetition of case facts without analysis and conclusions? Do comments show an understanding of theories, concepts, and analytical devices presented in class lectures or reading materials?
- Is the participant a good listener? Are the points made relevant to the discussion? Are they linked to the comments of others? Is the participant willing to interact with other class members?
- Is the participant an effective communicator? Are concepts presented in a concise and convincing way?

It must be kept in mind that grade for class participation is not simply a function of the amount of "airtime" taken up. In general, evaluation is made after each class, evaluating how well questions were responded to and how effectively the comments and analyses of other classmates were considered. Being late or not attending part of the course will indeed impact this grade.

#### **Team-based project work**

We will discuss about the team-based project work at the end of the first day. It involves an existing brand and its brand extension opportunity analysis. Each group will freely choose a brand of its choice. It is a chance to apply the material discussed in class to a real-world case, thus experiencing what it means to work as a brand manager. You and your team are expected to work on different components of the project after the class and to deliver a presentation the last day. The project presentation should include the following:

- 1) *Brand Description*, in which you must describe (a) the brand briefly referring to the industries that it operates in, its products, its market share(s), trends in sales etc. and (b) the product idea/concept highlighting benefits and value for customers.
- 2) *Market analysis*, in which you must analyze the environment including the competitors and consumers dynamics, the threats and opportunities, the brand strengths and weaknesses.
- 3) *The brand extension opportunity*, in which you describe the new brand extension business opportunity and profile its intended targeted market. Explain your rationale underlying the creation of this new brand extension. How this new brand extension will create value? Why selecting this market? Any risks related to the creation of this new brand extension? If so, is it worth it and how to deal with it?

Each group is required to make an oral Power Point presentation which will last 15 minutes maximum. Each group will also be required to give feedback for another's group presentation of

no more than 5 minutes, including at least one positive point and one point to improve. At the end of the presentations, class vote will rank the best brand extension opportunity's project and the best feedback. Winning groups will earn bonus points.

### **Individual assignment**

We will discuss the individual assignment at the end of the fourth day. It will be possible to choose 1 out of the 2 topics below:

#### *Topic 1/Manufacturing brand vs private label*

Within one industry of your choice, analyze the strengths and weaknesses of Manufacturing Brands vs Private Labels. Imagine your setting up your business or that your boss is asking for advice. Give at least one example of each type of brand within that specific industry. For each type of brand list their weaknesses and strengths within the industry example. According to you, which type of brand has the best industry opportunity? Provide and justify your recommendation using your brand management knowledge and skills.

#### *Topic 2/The challenge of growing global*

After selecting a brand of your choice, analyze its global situation. Imagine that this brand's company is hiring you as a consultant. In which foreign market is this brand developing or could develop smoothly? In which market the brand is having or could encounter difficulties? What are the brand strengths and weaknesses in terms of being or growing global? Where and what are the global risks and opportunities of this specific brand? Provide and justify your recommendation as a brand management consultant.

Your analyses should be tightly argued. The report can be submitted in two forms:

- Written form: no more than 3 pages long, 12-point type (Times New Roman)
- Oral form: a video of no more than 3 minutes

The final individual exam report will have to be submitted latest within 10 days after the class ends. By email for the written form to [julien.morange@gmail.com](mailto:julien.morange@gmail.com). Through a Google drive link sent to the same email address for the video form.

### **Course materials**

Packet of cases and readings available to download at

<https://1drv.ms/u/s!AqB7o5iMPVYIq-sN4VFmJlsv1J2VPw?e=4ArTgv>

Recommended manuals (Optional); one among the following:

*"The New Strategic Brand Management"*, Kapferer (2010),  
*"Strategic Brand Management"*. European Edition. Keller et al. (2008),  
*"Competitive Success: How Branding Adds Value"*, Davis (2010)

## Contents by session

### Day 1

Session	Topics, Readings, Cases
1	<b>Understanding brands</b> <b>Read:</b> <ul style="list-style-type: none"><li>• Lodish and Lamela, If brands are built over years why are they managed over quarters?, Harvard Business Review (2007)</li><li>• Keinan and Avery, Understanding brands, Harvard Business Review (2008)</li></ul>
2	<b>Growing through brand extensions</b> <b>Read:</b> <ul style="list-style-type: none"><li>• Völckner and Sattler, Drivers of Brand Extension Success, Journal of Marketing (2006).</li><li>• Tauber, Fit and Leverage in Brand Extensions, Chapter 20.</li></ul> <b>Team-based project work discussion</b>

### Day 2

Session	Topics, Readings, Cases
1	<b>The challenge of growing global: global branding</b> <b>Read:</b> <ul style="list-style-type: none"><li>• Holt et al, How do global brands compete, Harvard Business Review (2004).</li><li>• Kapferer and Schuiling. Real differences between Local and International Brands, Journal of International Marketing (2004).</li><li>• Kapferer, The Post Global Brand, Journal of Brand Management (2005).</li></ul>
2	<b>Prepare for case discussion</b> <ul style="list-style-type: none"><li>• Louis Vuitton in India</li></ul> <b><u>Questions for discussion:</u></b> <ul style="list-style-type: none"><li>• Does a brand like LV have a market in India?</li><li>• Where can LV find an opportunity in the Indian market?</li><li>• How should LV approach this market?</li></ul>

### Day 3

Session	Topics, Readings, Cases
1	<b>Managing brand relevance overtime</b> <b>Read:</b> <ul style="list-style-type: none"><li>• Keller, Managing brands for the long run, California Management Review (1999).</li><li>• Moon. Break free from the product life cycle, Harvard Business Review</li></ul>

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(2005).

2

**Prepare for case discussion**

- Reinventing Nespresso? A leader under attack

**Questions for discussion:**

- Which competitive drivers are challenging Nespresso's position in the market?
- Given the competitive landscape would you recommend Nespresso to modify its strategy/business model? Why?/Why not?
- How would you say is Nespresso different/similar to the rest of Nestlé's brands?

**Day 4**

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Session	Topics, Readings, Cases
1	<p><b>The challenge of commoditization: manufacturer brands vs the private label challenge.</b></p> <p><b>Read:</b></p> <ul style="list-style-type: none"><li>• Barwise and Meehan, The myth of differentiation, ECR Journal (2005).</li><li>• Schrage, The myth of commoditization, Sloan Management Review (2007).</li><li>• Interbrand: Private Brands (2008)</li></ul>
2	<p><b>Prepare for case discussion</b></p> <ul style="list-style-type: none"><li>• Renova: Black Toilet Paper</li></ul> <p><b><u>Questions for discussion:</u></b></p> <ul style="list-style-type: none"><li>• Which are the key factors that consumers consider when purchasing toilet paper?</li><li>• Analyze key competitors in this industry?</li><li>• Which options has Renova to stay relevant? Which would you recommend?</li></ul> <p><b>Team-based project work presentation</b></p> <p><b>Individual assignment discussion</b></p>

**Module 2- The role of brands in entrepreneurial success.**

**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 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 Borgo Egnazia. 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.

The team-based project involves a real brand analysis of Borgo Egnazia. This project will conclude with your presentation of the project. 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. Borgo Egnazia 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 for Borgo Egnazia.

### **3. 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/676125>
- 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	11 Nov 2019 14:00-17:00	Borgo Egnazia Presentation  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)
2	12 Nov 2019 14:00-17:00	Creating and Crafting Brands: from brand identity to brand image	Keller, Brand Mantras; rationale, criteria and examples (1999)
3	13 Nov 2019 14:00-17:00	Case development, presentation and discussion: Dove: Evolution of a Brand	Deighton, Dove: Evolution of a Brand (2007)
4	18 Nov 2019 14:00-17:00	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).
5	19 Nov 2019 14:00-17:00	Case development, presentation and discussion: Metabical: Positioning and Communication for a weight loss drug.	Quelch and Beckham, Metabical: Positioning and Communications Strategy for a New Weight Loss Drug
6	20 Nov 2019 14:00-17:00	Defining brand systems: brand architectures and brand portfolios	Hill et al, Achieving the ideal brand portfolio, Sloan Management Review (2005). Aaker and Joachimsthaler, The

		<p>Case development, presentation and discussion: Real Madrid CF</p> <p>Questions for discussion:</p> <ul style="list-style-type: none"> <li>• Describe Real Madrid's business model and analyse how has the market of football evolved in time</li> <li>• Regarding segmentation, how many market segments can you detect?, describe them</li> <li>• What is the logic of hiring "galácticos"? Is it a sustainable business model?</li> </ul>	<p>brand relationship spectrum, California Management Review (2000). Keller, Designing and implementing brand architecture strategies, Journal of Brand Management (2014).</p>
7	25 Nov 2019 14:00-17:00	<p>Designing marketing campaigns to build brand equity</p> <p>Project development and Q&amp;A</p>	<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).</p>
8	26 Nov 2019 09:00-13:00	<p>Measuring brand equity</p> <p>Project development / Q&amp;A</p>	<p>Reichheld et al, The Enterprise Story--Measuring What Matters (2011). Aaker, Measuring Brand Equity Across Products and Markets (1996).</p>
9	27 Nov 2019 09:00-12:00	Project Presentations	

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 assignments.

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.