# Syllabus

**Subject: Strategic Brand Management**

**Degree: Titulación Superior en Dirección de Marketing y Gestión Comercial**

**Academic year 2012/2013**

<table>
<thead>
<tr>
<th>Teachers:</th>
<th>Peter Boland</th>
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<tbody>
<tr>
<td>Period of classes and year:</td>
<td>Semester 1, 4th Year</td>
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<tr>
<td>Type of course:</td>
<td>OB</td>
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<td>Language in which the course will be taught:</td>
<td>English</td>
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<tr>
<td>No. Of credits:</td>
<td>6</td>
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<td>Hours per week:</td>
<td>2</td>
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Department of Marketing Management
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1. Teachers’ Contact details
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2. Description of the subject
The subject is designed to provide a strategic vision of Brand management. To achieve this, we will clearly define the brand with practical examples on how it is built, positioned and managed in relationship to the stakeholders and the measurement of key indicators that define success over time.

Streaming from a situation analysis and competitive review, we will analyse the strategies or actions that can create and sustain a brand, using the fundamental marketing tools such as the product, pricing, distribution and communication to achieve the proposed targets.

3. Subject Goals
Initial Objectives
3.1. Acquire basic concepts about the brand.
3.2. Become acquainted with the terminology of this discipline.
3.3. Understand the levers that build and define a brand and how the brand can be managed through clear objectives and a robust measurement plan.

Final Objectives
3.4. At the end of the programme, students should be able to:
3.5. Describe, analyse and develop different brand strategies according to their positioning, product, pricing, distribution and communication.
3.6. Understand which measurement system should be used according to the strategy employed.
3.7. Interpret metrics to determine how to management the Brand going forward according to available and appropriate levers.

4. Skills
Students will put into practice both general and specific skills:

- General: ability to analyse and interpret diverse source material; ability to work in a team and ability to resolve complex issues and express with brevity and clarity.
- Specific: be able to define and develop a brand; understand the levers available to generate brand equity; establish an appropriate measurement system to monitor brand performance and understand and interpret metrics to define a new brand plan.
5. Methodology
The subject will be delivered via:

- Class lectures using presentation, videos, online and graphical stimulus material. Given the introductory nature of this course, there will be a heavy bias towards providing theoretical and discussion material.
- Class notes published in Eriete that will act as an on-going summary.
- Topical material to refresh and update source material.
- Practical examples that will be exposed initially to the class to developed in teams both in and out of class-time.

6. Source Material
Multimedia presentations
Topical articles and publications (including blogs and forums)
Hard copy of key theoretical inputs with bibliography

7. Practical Coursework
- In addition to in-class discussion of relevant case studies, students will be required to work on two practical projects where they will (1) create a new brand in an existing category and (2) re-position a brand in the light of its performance versus KPIs (key performance indicators).
- Work will be handed in as well as presented orally in class.

8. Evaluation Process
8.1. Assessment will be continuous encompassing both coursework, participation in class and examination.
8.2. Attendance will not count towards students’ grades but a minimum attendance of X% is necessary for be considered for a pass. “Good conduct” is expected but will not be rewarded as such in students’ grades.
8.3. Practical Coursework and class participation will account for 30% of the final grade
8.4. Exams based on interpretation of theoretical inputs 70% of the final grade
8.5. In both elements of the assessment (practical and exams) students will be required to pass with a minimum grade of 5/10 in order to pass the subject overall.
9. Subject Programme

a. **Course Detail**
   1. Fundamentals of the Brand: the Brand and Brand management in the business context
   2. Brand equity – how to measure Brand value
   3. Brand positioning
   4. Choosing Brand elements to build Brand equity
   5. Designing the marketing plan to build Brand equity
   6. Developing a Brand equity measurement and management system
   7. Designing Brand strategies
   8. Managing Brands over time
   9. Managing Brands on an international basis
  10. The Brand and current and emerging trends

b. **Course Development**
   1. Fundamentals of the Brand: the Brand and Brand management in the business context
      - What is a Brand?
      - Why are Brands important?
      - What do strong Brands look like?
      - The strategic Brand management process

**BASIC BIBLIOGRAPHY**

Complementary Bibliography
Aaker, David: Building Strong Brands, 1995
2. Brand equity – how to measure the value of a Brand?
   - Customer-based Brand equity (CBBE)
   - The sources of Brand equity
   - The four steps to build Brand equity
   - Identity (Who are you?)
   - Meaning (What are you?)
   - Response (What about you?)
   - Relationship (What about you & me?)

BASIC BIBLIOGRAPHY

Complementary Bibliography
Aaker, David: “Managing Brand Equity”, 1992

3. Brand positioning
   Fundamental elements to establish a Brand positioning
   - Target
   - Competitive set
   - Differences
   - Similarities
   - Guidelines to Brand positioning
   - Brand models
   - Defining brand mantras

BASIC BIBLIOGRAPHY

Complementary Bibliography

4. Choosing Brand elements to build Brand equity
   - Criteria for choosing Brand elements
   - Options and tactics for Brand elements
   - Putting the right mix together

BASIC BIBLIOGRAPHY
Complementary Bibliography
Aaker, David: “Managing Brand Equity”, 1992

5. Designing the marketing plan to build Brand equity

- Product strategy
- Pricing strategy
- Distribution strategy
- Communication strategy
- New media and marketing perspectives
- The use of secondary Brand associations to build Brand equity

BASIC BIBLIOGRAPHY

Complementary Bibliography

6. Developing a Brand equity measurement and management system

The Brand value chain
How to conduct a Brand audit
How to develop a Brand equity management system
Brand tracking studies
Designing qualitative research techniques
Designing quantitative research techniques
Comprehensive CBBE models

BASIC BIBLIOGRAPHY

Complementary Bibliography
Don E. Schultz & Heidi F. Schultz, “Measuring Brand Value, Kellogg on Branding, 2005
Tom Reynolds and Carol Phillips: “In Search of True Brand Equity Metrics: All Market Share Ain't Created Equal”, Journal of Advertising Research, 2005

7. Designing Brand strategies

- The Brand-product matrix
- Breadth versus depth in the product mix
- Brand architecture
- Brand hierarchy
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- New products and Brand extensions
- How to assess a Brand extension

BASIC BIBLIOGRAPHY

Complementary Bibliography
Aaker, David: “Building Strong Brands”, 199

8. Managing Brands over time
- The long-term effects of Brand management
- Reinforcing Brands
- Revitalizing Brands
- Portfolio management

BASIC BIBLIOGRAPHY

Complementary Bibliography

9. Managing Brands on an international basis
- Rationale for going international with a Brand
- The advantages of global marketing
- The disadvantages of global marketing
- Global Brand strategy

BASIC BIBLIOGRAPHY

Complementary Bibliography
10. The Brand and current and emerging trends
   - The impact of social media and the new communication model (Paid/Owned/Earned)
   - The phenomenon of customer/user participation in Brands
   - Crowdsourcing
   - User generated content (UGC)
   - The impact of technology and new opportunities for Brands
   - ..../......

BASIC BIBLIOGRAPHY

Complementary Bibliography
Aaker, David: “Brand Building and Social Media” 2011
10. **Recommended Reading**

The backbone of the course is the Keller book that figures in every area of this course (Strategic Brand Management, 3rd edition, Upper Saddle River, NJ: Prentice-Hall 2008). Additional reading list is as per the subject material in Point 9 although topical material (mainly online-based) will be updated throughout the course.

**Note:** The books and other documents that appear under **Mandatory Reading**, which are necessary to follow the course adequately in the classroom, will follow the Documentation Policy of the school. This states that the student can have access to these books through the library and or in the bookshop when these services are available on campus. Remember buying course books or other material for the courses will always be a voluntary action on the part of the students and at no point can we make it obligatory.

**Use the following criteria for each book or other materials:** Title, Authors, year of Publication and Editorial, and if possible the ISBN No.

Strategic Brand Management