Academic Guide

STRATEGIC BRAND MANAGEMENT

4th year

Degree in Marketing and Sales Management (TSDMC)

Academic Year 2014 /2015

<table>
<thead>
<tr>
<th>Campus:</th>
<th>Pozuelo (Madrid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors:</td>
<td>Peter Boland</td>
</tr>
<tr>
<td></td>
<td>Alberto Alcalde</td>
</tr>
<tr>
<td>Academic Period:</td>
<td>1st Semester</td>
</tr>
<tr>
<td>Year:</td>
<td>4th year</td>
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<tr>
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<td>Credits ECTS:</td>
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<td>Class-hours per week:</td>
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Department of

MARKETING MANAGEMENT

last update: july 2014
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1. Faculty/Professor’s Contact:

Peter Boland  peterthomas.boland@esic.edu
Alberto Alcalde  alberto.alcalde@esic.edu

2. General Description of the Subject & Course Content

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.

Stemming 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. Statement of Course Goals & List of Student Learning Outcomes:

Initial Objectives

- Acquire basic concepts about the brand.
- Become acquainted with the terminology of this discipline.
- 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

At the end of the programme, students should be able to:

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- describe, analyse and develop different brand strategies according to their positioning, product, pricing, distribution and communication
- understand which measurement system should be used according to the strategy employed
- interpret metrics to determine how to management the Brand going forward according to available and appropriate levers

4. Competences:

Students will put into practice both general and specific skills:

TRANSVERSAL OR GENERIC COMPETENCES
CT01- Analysis and synthesis ability.
CT02- Organisation and Planning skills.
CT06- Organisation and planning ability.
CT08- Ability in problem-solving.
CT09- Ability in decision-making.
CT10- Ability in applying analysis of problems and professional criteria based on the use of technical tools.
CT11- Motivation for quality and rigorous work.
CT12- Creativity, initiative and enterprising spirit.
CT14- Inter-disciplinary teamwork.

PROFESSIONAL – SPECIFIC COMPETENCES
CE04- Skill in writing assessment reports concerning specific situations of companies and markets.
CE05- Skill in drafting global management projects or functional areas of a company related to marketing and market research.
CE19- Ability to jointly apply theoretical and methodological knowledge and marketing and market research techniques acquired through the training process, working as a team, and developing the skill and expertise of a marketing and market research professional

Strategic Brand Management
CE20- Ability to submit and defend a full project which integrates marketing activities, or a marketing plan.

5. Studying

<table>
<thead>
<tr>
<th>Class hours</th>
<th>Independent study</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 hrs</td>
<td>60 hrs</td>
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</table>

5.1 Study Plan:

AFE1- Lectures are used to deliver information, ideas and theories to students. A lecture is normally a presentation or demonstration designed to give you an overview of a topic and how it applies to the world of marketing.

<table>
<thead>
<tr>
<th>Hours</th>
<th>In-person</th>
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</thead>
<tbody>
<tr>
<td>Total: 35hrs</td>
<td>100</td>
</tr>
<tr>
<td>Class hours: 20</td>
<td></td>
</tr>
<tr>
<td>Out of class hours: 15</td>
<td></td>
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</tbody>
</table>

AFE3- Group work. This teaching method consists of developing a practical exercise based on a real-life problem or scenario and students will need to work as a team to investigate potential solutions through market research and analysis. Students will be required to work independently, in pairs or as part of a small team, and will be asked to submit a piece of written work, with bibliography and develop a structured discussion to support their thinking. Similarly, students will be required to present their work orally in class.

<table>
<thead>
<tr>
<th>Hours</th>
<th>In-person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 35hrs</td>
<td>100</td>
</tr>
<tr>
<td>Class hours: 5</td>
<td></td>
</tr>
<tr>
<td>Out of class hours: 30</td>
<td></td>
</tr>
</tbody>
</table>

AFE4- Debate and constructive criticism. Current affairs and news items relating to the subject will be used to stimulate discussion and critical thinking. Material will be provided by the professor who will act as moderator, ensuring active engagement.
participation by all students, and incorporating different perspectives and points of view using on the techniques and knowledge acquired on the course.

<table>
<thead>
<tr>
<th>Hours</th>
<th>In-person</th>
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<tbody>
<tr>
<td>Total: 11hs</td>
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<tr>
<td>Class hours: 5</td>
<td>100</td>
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<tr>
<td>Out of class hours: 6</td>
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</tbody>
</table>

AFE5- Compared with a lecture, a tutorial involves much smaller groups of students or can be on an individual basis. The session is led by an academic tutor and promotes open discussion and guidance around specific topics or theories.

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<thead>
<tr>
<th>Hours</th>
<th>In-person</th>
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<tbody>
<tr>
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<tr>
<td>Class hours: 0</td>
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<tr>
<td>Out of class hours: 9</td>
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</tbody>
</table>

5.2 Teaching Methodology:
MD1- Theoretical classes
MD2- Practical classes
MD3- Tutorials

6. Grading Procedures: (8)
SEE2- Group Work 30%
SEE3- Theoretical tests 70%

The grading procedure for the degrees is based on a Continuous Evaluation system in which class attendance is obligatory. In order to pass the course you must attend a minimum of 70% of the classes.
Grading Procedure:

CONTINUOUS EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Evaluation Part</th>
<th>Total Weight</th>
<th>Breakdown</th>
<th>TYPE</th>
<th>Grading Procedures</th>
<th>Observations</th>
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<tbody>
<tr>
<td>Course work</td>
<td>30%</td>
<td>30%</td>
<td>Group Work</td>
<td>SEE2</td>
<td>Written feedback and grading will be given once work is handed in.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>70%</td>
<td>30%</td>
<td>Individual written exam</td>
<td>SEE3</td>
<td>Final ordinary and Repeat or Re-take exams will be used for assessment.</td>
</tr>
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</table>

6.1 **In-class Tests:**
Not applicable

6.2 **Compulsory Course Work:**
A practical exercise carried out in a Group of no more than four students. A real-life business case will be used in order for students to create a new brand based on the criteria, techniques and knowledge acquired on the course.

6.3 **Course Participation:**
Not applicable
6.4 **Final Exam:**

Such exams will be held according to the academic calendar and examination programme.

**Final Exam Structure**

Students will be required to respond to 10 questions in a 2-hour examination. Each exam will enable students to demonstrate their understanding of the course material and will give a maximum grade of 10 points.

As stated in the University Academic Guide, your final grade shall be automatically modified based on your attendance. This ranges from +1 to -1 depending on the number of absences,

7. **Course Programme:**

7.1 **Course Outline:**

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. Developing a Brand equity measurement and management system
6. Designing Brand strategies
7. Managing Brands over time
8. Managing Brands on an international basis
9. The Brand and current and emerging trends
7.2 Course Content:

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

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?)

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

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

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5. 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

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

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

8. 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

9. The Brand and current and emerging trends
   - The impact of social media and the new communication model
   - The phenomenon of customer/user participation in Brands (UGC)
   - A new focus on transparency, justice and credibility

Strategic Brand Management
8. RELATIONSHIP BETWEEN THE SKILLS, COURSE CONTENT AND GRADING PROCEDURES

<table>
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<tr>
<th>Competences</th>
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9. Recommend Reading List:

9.1 **Support Material: Basic Bibliography:**


9.2 **Supplementary Bibliography:**

Aaker, David: Building Strong Brands, 1995
Aaker, David: “Managing Brand Equity”, 1992

9.3 **Biblioweb:**

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**Note:** As stated in our Documentation Policy, books or other documents in the basic Bibliography, which are necessary for the class, shall be available to students through the library or bookshop, this is subject to each Campus. We acknowledge that the purchase of course material by students is voluntary and by no means obligatory.

Each book or document shall be described in the following way: Title, Auteur, year of Publication and Editorial, and where possible the ISBN number.