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## **Marketing Strategy**

**Professor:**

**E-mail:**

**Office hours:** by appointment

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### **Course Description**

Companies are becoming increasingly aware of the importance and fragility of brands. Brands can play a relevant role in the development of companies, especially in those cases where a company needs to export and rely on internationalization processes in order to grow. By appropriately building and managing their brands, companies focus their resources on promoting the aspects of those brands that differentiate them from the competition and make them unique and valuable. This is essential to open new markets, to protect profitability, margins, and to improve marketing efficiency.

Brand management requires a multidisciplinary approach that focuses on 1) identity (to make the brand recognizable and able to convey its unique value proposition), 2) innovation (to refresh the brand and create a differentiated consumer experience), 3) marketing (since brands add value and are thus part of the reason why a specific product or service is bought), 4) communication (to multiply the brand's efficacy in the market), and 5) social responsibility (since beyond the market lies society and society evaluates the brand's actions and behaviour).

This course will provide students with a body of knowledge and methodologies to tackle each of the five facets of brand management discussed above, and will introduce students to the new challenges that brand management poses nowadays.

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## Objectives

- Understanding the importance of brands and the way in which they create value.
- Knowing, in detail, the process of defining a brand's strategy.
- Understanding how to manage a brand so that its positioning remains consistent throughout all its touch points.
- Realizing the importance of innovation, communication and corporate responsibility as drivers of brand strategy implementation.
- Knowing how to manage corporate brands and what criteria should be used to build and manage brand portfolios.

## Methodology

1. The methodology to be used throughout the course emphasizes student participation and aims to facilitate students' transition from classrooms to the professional world. It includes:
  - In-class discussion of case studies and other exercises.
  - Reactions on assigned readings and discussion about the different points of view presented in these readings.
  - Presentation of key concepts and conceptual frameworks by the professor.

This methodology mix requires students to prepare each session in advance, with the goal of taking as much advantage as possible of each session, profiting from the business experience of the rest of the classmates, and generally taking advantage of the benefits of face-to-face education.

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## **Competencies to acquire**

CE4. Apply techniques in the efficient design of the brand strategy (plan), knowing all the components and the use of ideation from the identified consumer insights.

CE8. Apply market implementation techniques for the design and implementation of an action plan at the point of sale.

CE9. Apply the models and methodologies for monitoring and updating both strategies and marketing tactics, as well as the portfolio of products and customers, in order to reach the management objectives set.

## **Learning outcomes**

CE4.

R1. Differentiate between the different possibilities of action on the trademark

R2. Apply ideation techniques to transform consumer insights into brand concepts

R3. Make a complete brand plan

R1. Differentiate between the different tactical possibilities of implementing the marketing plan

R2. Develop a promotional plan

R3. Make an action plan at the point of sale

CE9.

R1. Differentiate between the models and monitoring methodologies available

R2. Choose between the models and monitoring methodologies available

R3. Apply the analyzes performed to support or maintenance decisions or divestment of brands and / or products.

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## Evaluation criteria

The grade will reflect students' ability to apply the proper concepts and methodologies. Group work (cases) 30%  
Presentations and class participation 30%  
Final exam 40%

TOTAL 100%

### Important:

In courses that feature a final exam, a minimum grade of **4 out of 10** in the final exam is necessary for the other evaluation criteria to be taken into account when computing the student's overall grade for the course. Therefore, students who obtain less than a 4 out of 10 in the final exam will fail the course automatically. Those students will have to take a remedial exam (more details below).

Courses in the Program will generally include group assignments (case studies, projects etc.). At the end of each term, and in order to disincentivize free-riding behaviors, students will have the opportunity to evaluate the involvement of the rest of their team members in all group assignments that took place within the term. Students who obtain sufficiently poor evaluations from their team members will be penalized. The penalty will involve a reduction in the overall group assignment grades of **all** courses that include group assignments (max penalty: 20% reduction of those grades). More details on the topic are available on eCampus.

All the activities that are submitted past the deadline or that do not follow the submission instructions in terms of content, format, etc. will be considered as 'not submitted'. Students will be informed about the submission and presentation dates the first day of class.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

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As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken. The "incomplete" will not be reflected on the student's Academic Transcript.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the "Honor Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

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## **Contents**

### **Topic 1 - Introduction. The brands and the consumption environment**

The introduction will deal with issues related to the social environment of consumption, the crisis of trust, the emergence of the citizen consumer, and how it affects the management of marketing and brands

#### **READINGS:**

Jean-Noël Kapferer (2012) *The new strategic Brand Management*; Kogan Page Chapter 4: The new rules of Brand Management.

Josep M Galí. (2015) *Outlook Consumption 2014*. Creafutur Foundation.

Strandvik, T., Rindell, A., & Wilén, K. (2013). Ethical consumers' brand avoidance. *Journal of Product & Brand Management*, 22 (7), 484-490. <https://doi.org/10.1108/JPBM-09-2013-0392>

### **Topic 2 - Key aspects of the value of the brand.**

Elements that constitute the value of the brand: notoriety, sensitivity, loyalty, identity and image, perceived quality, protection, business organization

#### **READINGS:**

Eagle, L., Kitchen, P. J., & Rose, L. (2005). Defending brand advertising's voice share: A mature market (s) perspective. *Brand Management*, 13 (No. 1), 65-79. <https://doi.org/10.1057/palgrave.bm.2540246>

Mayer, P., & Vambery, R. G. (2013). Unbranding: threat to brands, opportunity for generics and store brands. *Journal of Consumer Marketing*, 30 (2), 140-149. <https://doi.org/10.1108/07363761311304951>

### **Topic 3 - The consumer and the brands**

The concepts of brand sensitivity, brand loyalty and their respective operationalizations are analyzed in detail. It configures different scenarios in which the consumer assigns a different role to their relationship with brands and products.

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Ulrich R. Orth (2005) Consumer personality and other factors in situational brand choice variation. *Journal of Brand Management*; Nov. 2005; 13, 2; A BI / INFORM Global pg. 115

Jagdish N. Sheth & Nirmal K. Sethia & Shanthi Srinivas (2010) Mindful: a customer-centric approach to sustainability. Published online: 17 August 2010 *Academy of Marketing Science* 2010

#### **Topic 4 - Brand Identity and Brand Image**

Brand Image and Identity Analysis is analyzed. Different instruments to define and measure Identity and image will be explained.

##### READINGS:

Ian Yeoman; Alastair Durie; A McMahon-Beattie; Adrian Palmer (2005) Capturing the essence of a brand from its history: The case of Scottish tourism marketing. *Journal of Brand Management*; Nov 2005; 13, 2; ABI / INFORM Global pg. 134

Traci H Freling; Lukas P Forbes (2005) An examination of brand personality through methodological triangulation. *Journal of Brand Management*; Nov 2005; 13, 2; ABI / INFORM Global pg. 148

Kuenzel, S., & Vaux Halliday, S. (2008). Investigating antecedents and consequences of brand identification. *Journal of Product & Brand Management*, 17 (5), 293-304. <https://doi.org/10.1108/10610420810896059>

#### **Topic 5 - Line Extension and Brand Extension**

The problems of line extension and brand extension will be analyzed: advantages and disadvantages. Real cases of results in the market of brand extension policies will be presented.

##### READINGS:

Nikhil Bahadur, Edward Landry and Steven Treppom (2006) How to Slim Down to Brand Portfolio. *Strategy + Business* 2006 August

Edwin J Nijssen; Clara Agustin (2005) Brand extensions: A manager's perspective *Journal of Brand Management*; Oct 2005; 13, 1; ABI / INFORM Global pg. 33

#### **Topic 6 - Differentiation and revitalization**

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The differentiation strategies will be analyzed in detail, and how brand value can be supported. It will also address a very common problem: companies that have an untapped asset in their brands or have acquired other companies with brands with strong potential. Sustainability strategies will be analyzed as a revitalization driver.

**READINGS:**

Jean-Noël Kapferer (2012) *The new strategic Brand Management*; Kogan Page Chapter 15: Ageing, decline and revitalization.

Jagdish N. Sheth & Nirmal K. Sethia & Shanthi Srinivas (2010) *Mindful: a customer-centric approach to sustainability*. Published online: 17 August 2010. *Academy of Marketing Science* 2010

**Topic 7 - Brand Architectures and Branding Systems**

In this section we will analyze how to manage a brand portfolio as well as the different branding strategies with clarifying examples

**READINGS:**

Fetscherin, M., & Usunier, J. (2012). Corporate branding: an interdisciplinary literature review. *European Journal of Marketing*, 46 (5), 733-753. <https://doi.org/10.1108/03090561211212494>

**UNME CASE**

**Topic 8 - Management and environment 2.0**

In this exhibition we will analyze in detail examples and research on brand management in various sectors, results of brand strategies in various areas, as well as the main results of the PIMS project (profit impact of market strategy)

**READINGS:**

Dunes, M., & Pras, B. (2013). Practices in the brand management system: identification and considerations for five business sectors. *Journal of Product & Brand Management*, 22 (7), 444- 461. <https://doi.org/10.1108/JPBM-09-2013-0396>

Robert D. Buzzell & Bradley T. Gale *The Pims principles*; The Free Press Chapter 4: Picking Profitable Markets Chapter 5: Market positions and Profitability

**CASE INBOUND MARKETING**

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**Topic 9 - Economic valuation of brands: brand valuation.**

In this section we will analyze the different valuation methods of brand equity and their practical applications

**READINGS:**

John Murphy at al. (1998) Brand Valuation. Interbrand Group Chapter 4: Valuation of Trade Marks and Brand Names

Jean-Noël Kapferer (2012) The new strategic Brand Management; Kogan Page Chapter 18: Brand Valuation.

**Reading Materials/ Bibliography/Resources**

**Basic textbooks**

Kapferer, Jean-Noël (2010). The New Strategic Brand Management. Kogan Press.

Aaker, David (2010) Building Strong Brands. The Free Press.

(Traducción española Construir Marcas Poderosas. Ediciones 2000.)

Murphy, John. Ed. (1989) Brand Valuation. Business Books Limited.

**Research articles**

Dunes, M., & Pras, B. (2013). Practices in the brand management system: identification and considerations for five business sectors. *Journal of Product & Brand Management*, 22(7), 444– 461. <https://doi.org/10.1108/JPBM-09-2013-0396>

Eagle, L., Kitchen, P. J., & Rose, L. (2005). Defending brand advertising's share of voice: A mature market(s) perspective. *Brand Management*, 13(No. 1), 65–79. <https://doi.org/10.1057/palgrave.bm.2540246>

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Freling, T. H., & Forbes, L. P. (2005). An examination of brand personality through methodological triangulation. *Journal of Brand Management*, 13(2), 148–162. <https://doi.org/10.1057/palgrave.bm.2540254>

Glynn, M. S., & Brodie, R. J. (1998). The importance of brand-specific associations in brand extension: further empirical results. *Journal of Product & Brand Management*, 7(6), 509–518. <https://doi.org/10.1108/10610429810244675>

Kapferer, J.-N., & Valette-Florence, P. (2016). Beyond rarity: the paths of luxury desire. How luxury brands grow yet remain desirable. *Journal of Product & Brand Management*, 25(2), 120–133. <https://doi.org/10.1108/JPBM-09-2015-0988>

Kuenzel, S., & Vaux Halliday, S. (2008). Investigating antecedents and consequences of brand identification. *Journal of Product & Brand Management*, 17(5), 293–304. <https://doi.org/10.1108/10610420810896059>

Mayer, P., & Vambery, R. G. (2013). Unbranding: threat to brands, opportunity for generics and store brands. *Journal of Consumer Marketing*, 30(2), 140–149. <https://doi.org/10.1108/07363761311304951>

Miller, D., & Merrilees, B. (2013). Linking retailer corporate brand and environmental sustainability practices. *Journal of Product & Brand Management*, 22(7), 437–443. <https://doi.org/10.1108/JPBM-10-2013-0417>

Nijssen, E. J. (2005). Brand extensions : A manager's perspective. *Journal of Brand Management*, 13(1), 33–49.

Schultz, D. (2016). Market brand equity: lost in terminology and techniques? *Journal of Product & Brand Management*, 25(6), 507–515. <https://doi.org/10.1108/JPBM-07-2016-1260>

Seetharaman, A., Bin Mohd Nadzir, Z. A., & Gunalan, S. (2001). A Conceptual Study on Brand Valuation. *Journal of Product & Brand Management*, 10(4), 243–256. <https://doi.org/10.1108/EUM0000000005674>

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<https://doi.org/10.1108/JPBM-09-2013-0392>

Yeoman, I., Durie, A., McMahon-Beattie, U., & Palmer, A. (2005). Capturing the essence of a brand from its history: The case of Scottish tourism marketing. *Journal of Brand Management*, 13(2), 134–147.  
<https://doi.org/10.1057/palgrave.bm.2540253>

## **Bio of Professor**

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