
Brand Management and Planning

Professor: Carmen Lahoz.

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Office hours: by appointment

Course Type: Compulsory

Credits: 4 ECTS

Term: 2nd Term

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.

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.

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- 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.

General Competencies

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

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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.

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

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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

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student 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."

Reading Materials/ Bibliography/Resources

- Kapferer, Jean-Noël (2010). The New Strategic Brand Management. Kogan Press. Aaker, David (2010) Building Strong Brands. The Free Press.

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- 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>
- 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>
- 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>

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- 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>
- 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>
- 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

Carmen Lahoz

PhD in Communication Sciences, co-creation of brand value, Ramon Llull University.

Master in Strategy and Creativity in Advertising, Ramon Llull University.

Master's in marketing, focused on International Marketing. Kingston University (United Kingdom).

Degree in Advertising and Public Relations, UAB.

Lecturer on Branding and Marketing at the UPF Barcelona School of Management.

She has worked in marketing departments and as a consultant for several international companies.

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