80234 - Strategic Brand Management

TEACHING PLAN

1. Basic description

Name of the course: Strategic Brand Management
Academic year: 2022-2023
Term: 2nd
Degree/Course: International Business Programme
Course's code: 80234
Number of ECTS credits: 6
Total number of hours committed: 150
Teaching language: English
Lecturer: Consol Vancells
Timetable: SIGMA schedule

Office hour: Tuesday 18.15 –18.45

2. Presentation of the course

What comes to your mind when I say 'Barcelona'? Experts say that brands reside in people's mind, and we behave according to the "perception" we have of any brand.

The brand concept, born with the Industrial Revolution, acquires a new dimension with the digital tsunami in the 21st century, and what does it mean in the relationship of brands with customers around the world. From marketing as a commercial management to activist branding, where brands are agents of the change that customers demand, strategic brand management is an exciting challenge for new professionals.

With this course we will go on an inspiring journey to know the management strategies of the brand, the key ideas for building a brand story, its relationship with audiences, markets and competition, and how to identify its position in the global arena.

Strategic Brand Management will provide the students with a deep knowledge of the strategic role of branding, enabling them to master the key principles of building enduring brands in competitive markets and create market value. The course combines the key elements and latest research in brand management with real-world cases of brand successes, but also missteps. Topics covered include:

The principles of brand management. Where do we come from and what are the new challenges ahead? Essential tools to build successful brand strategies.

Designing effective Brand Strategies. Answer to what, how and why of a brand. From research, purpose and values to the action plan for the better brand management.

Renewed focus on Branding and marketing in the digital era.

At the end of the course, students are expected to have developed a managerial perspective regarding Strategic Brand Management in a global framework.

3. Competences to be worked in the course

General competences	Specific competences
Instrumental	
	Disciplinary
G.I.2. Ability to relate concepts and knowledge from different areas. G.I.3. Ability to organize and plan. G.I.6. Ability to prepare, present and defend arguments.	E.D.11. Introduce the basic marketing instruments and ability to plan commercial strategies.
	Professional
Generic personal	
G.P.5. Capacity for empathising	E.P.1. Ability to understand the decisions made by economic agents and their interaction in the markets.
Generic systemic	E.P.8. Ability to take functional decisions within an organisation with international activity.
G.S.1. Creative ability. G.S.2. Observational ability. G.S.3. Ability to think globally	E.P.20. Ability to confront and understand the business culture and environment and propose real solutions to specific problems in the organisation.
For applicability	
G.A.2. Ability to use quantitative criteria and qualitative insights when making decisions. G.A.3. Ability to search and exploit new information sources. G.A.4. Ability to understand and apply the network concept.	

G.A.5. Ability to understand an economic organisation with a global perspective.	

The above competences interrelated with the basic abilities set out in Royal Decree 1393/2007 are namely:

a. competence to **understand knowledge** on the basis of general secondary education;
b. competence to **apply knowledge** to day-to-day work in international management or marketing, more specifically, the ability to develop and defend arguments and to solve problems.
c. competence to **gather and interpret** relevant **data** making possible to issue reflective judgments on economic and social reality.
d. competence to **communicate and transmit information** (ideas, problems, solutions) to a specialized and non-specialized audience.
e. competence to **develop learning activities** in a relative autonomous manner.

Thus, the competences developed in the subject are structured into those that are seen as a development or specification of basic knowledge and those that define the professional profile of the graduate with respect to general and specific competences.

Basic competence: **understanding knowledge**

General Competences G.I.3, G.S.2, G.A.2
Specific competences E.P.1

Basic competence: **application of knowledge**
I. General competences G.I.2, G.S.1, G.S.3

Basic competence: **gather and interpret data**
Specific competences E.P.21

Basic competence: **communicate and transmit information**
General competences G.I.8
Specific competences E.P.17

Basic competence: **develop learning activities**
General competences. G.I.3, G.S.6

Competences that define the professional profile which are not included under basic competences
In general, these competences combine the following key elements for professionalizing students in the area of international business and marketing:

- provide students with the capacity to adapt to dynamic teams and environments.

- provide students with the capacity to create their own integral vision of the operation of a business or international marketing project.

- provide students with the capacity to make complex decisions and carry out negotiation processes.

Learning outcomes

Establish the strategies and positioning for products at an international level.
The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic

trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

4. Contents

I. WHAT IS A BRAND

Where do we come from? From the industrial revolution to the current digital tsunami, "perception" remains the key to strategic brand management. That's why it is crucial to any organization success: a brand represents the DNA of your organization, product or service, and its function is to unify the value proposition, establish meaningful relationships with your audiences and foster its relevance and preference in the global market.

II. BRAND STRATEGY

From who, what, how, why, where and how. Decoding your organization to investigate its audiences and competitors, identify its mission and values, differentiate its purpose, communicate and plan the actions for the best positioning of your brand.

III. BRANDING IS IN THE AIR

Are you a brand? Do you need to differentiate yourself from others when you are looking for job? How can you do it. What is your DNA? And the city where you live, is it a brand? Is city branding important when deciding your holidays or your new work destination? Similarities and differences among product, corporate branding and personal and city branding.

IV. MANAGING A BRAND: the future of branding

What is the objective of branding at the 21st century? Learning about the shift from shareholders to stakeholders and the new trends in the near future. The purpose of your brand acquires a new role related to your benefit. Doing well by doing good and activism branding are the new tools for a better world.

Cases and readings: TBD

5. Assessment

Regular term evaluation
The final grade will be determined by the weighted average of various continuous evaluation activities and a final exam:

Assessment elements	Time Period	Type of Assessment	Assessment Agent	Type of activity	Grouping	Weight %

		Comp	Opt	Lecturer	Self-eval	Co-eval		Indiv.	Group	
Valuable Participation	Lecture classes, case and reading discussions	X		X			Application	X	X	10%
Individual project	Week 3 to 8	X						X		25%
Group Project	Week 3 to 8	X		X			Conceptual Application and synthesis		X	25%
Final Exam (A minimum score of 4 is required)	Exam Week	X		X			Conceptual and synthesis	X		40%

Description of evaluation

Taking the final exam and obtaining a minimum score of 4 are necessary conditions in order to pass the course. Hence, students must take the final exam if they want to receive a quantitative course evaluation. Students who do not sit the final exam will receive a "No Show" grade.

"Valuable Participation" must be understood as those comments that will help case and exercise discussions during seminars. Thus, in order to take the maximum grade in this subject the following is requested:

-To attend to lecture classes and seminars
-To participate in lecture classes, case discussions and exercises with comments that bring a valuable new point of view or a new idea to the subject that is being discussed in class.

The Exam will be on an individual basis. It will be based on multiple choice questions and/or exercises about everything which has been discussed in lecture classes and seminars. Please bear in mind that this includes all articles and cases which have been assigned for the preparation of those lecture classes and seminars (so we strongly recommend preparing in depth the cases and reading carefully all articles).

Students who took the final exam but failed the course will be admitted to a retake of the final exam. In such case, the grades of the participation and group project earned during the term will be preserved, and the retake concerns exclusively the final exam. Therefore, the overall grade will result from:

- Preserved grades from participation and group project: 60 %
- New grade: Retaken Final Exam 40 %

Total or partial copy and/or plagiarism will imply a failure in the subject with a final grade of zero points and no access to the make-up exam. According to the academic regulations specified in the Disciplinary rules for students of Universitat Pompeu Fabra, other additional sanctions may apply depending on the seriousness of the offence.

Working competences and assessment of learning outcomes:

	GI1	GI2	GI3	GI4	GI5	GI6	GI8	GA1	GA2	GS1	GS2	GS4	GS6	ED11	EP1	EP2	EP17	EP21	EP22
Class participation							X										X		
Case discussions and presentations				X	X	X	X	X	X	X	X	X	X		X	X	X		X
Group project	X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	
Final exam							X										X		

6. Bibliography and teaching resources

The New Strategic Brand Management: advanced Insights & Strategic Thinking. Kapferer, Jean-Noël. Fifth Edition, Kogan Page, 2012.

Marketing Management. Kotler, Philip and Keller, Kevin Lane. Fourteenth Edition, Pearson Education Limited, 2012.

Strategic Brand Management: building, Measuring, and Managing Brand Equity. Lane Keller, Kevin. Third Edition, Pearson Education Limited, 2008.

Global Strategic Management. Lasserre, Philippe. Fourth Edition, Palgrave MacMillan, 2018.

Lovemarks: the future beyond brands. Roberts, Kevin. Second Edition, PowerHouse Books, 2005.

Designing Brand Identity: An Essential Guide for the Whole Branding Team. Weeler, Alina. John Wiley & Sons, Inc, 2017.

Marketing 4.0: Moving from Traditional to Digital. Philip Kotler, Hermawan Kartajaya and Iwan Setiawan, 2017

The Brand Called You: Make Your Business Stand Out in a Crowded Marketplace. Peter Montoya and Tim Vandehey, 2008

Marketing Places: Attracting Investment, Industry, and Tourism to Cities, States, and Nations.   Philip Kotler; Donald H Haider; Irving J Rein. Maxwell Macmillan International, 1993

Brands with a Conscience: How to Build a Successful and Responsible Brand. Nicholas Ind and Sandra Horlings, 2016

"Purpose and Profit: An Inextricable Link" Larry Fink, Chairman and Chief Executive Officer Black Rock. 2019

Learning resources
- Powerpoint slides for each session which will be uploaded to Aul@-Esci (Moodle platform).
- Video documentaries.
- Articles related to subject and case studies.

7. Methodology

IN CLASSROOM	DIRECTED (OUTSIDE CLASSROOM)	AUTONOMOUS
Professor: • Professor's exposition • Doubts and questions resolutions	Professor: • Reading and assessment of case study reports. • Reading and assessment of marketing plan sections.	
Student: • Case study discussions. • Individual project. • Group project. • Final exam.	Student: • Case study preparation. • Individual project. • Group project.	Student: • Reading of material before class. • Personal indi vidual study of the subject. • Preparation for the final exam.

8. Scheduled activities

Module	Week	Lecture	Seminar
Key Branding Concepts	Week 1	Key Branding Concepts	Group Assignment: Guidelines
Brand Positioning	Week 2	Brand Positioning Strategies. Crafting a Positioning Statement	
Brand Positioning	Week 3	The Three Cs model	Case discussion: Renova
Brand Positioning	Week 4	Brand Repositioning	Group Assignment: Presentation (1)
Brand Architecture and Dynamics	Week 5	Strategic management of the Brand Portfolio	Case discussion: Cacharel
Brand Architecture and Dynamics	Week 6	Brand Turnaround and Rejuvenation	Practical Exercise
Communicating Value	Week 7	Developing Effective Communications. Internal Branding	Case discussion: Dove
Communicating Value	Week 8	Managing Integrated marketing communications. Social Media and Brand Challenges	Group Assignment: Presentation (2)

Lifestyle and Premium Branding	Week 9	The role of brands as means of self-expression	Case discussion: Nespresso
Global Branding	Week 10	Consumer behaviour across countries. Building a global brand	Reading discussion: "The most common mistakes companies make with global marketing"
Brand Ethics	Week 11	The role of ethics in sustaining brand credibility.	Reading discussion: "The ethical backlash of Corporate Branding"
	Week Final Exams	Final Exam	