



APPLIES TO ACADEMIC YEAR
2002/2003

GRA 4145 Brand Management

Program

Master of Science in Business Administration (MScBA), Specialization Course

Responsible for the course

Bendik Samuelsen

Department

Marketing

Term

Spring

ECTS Credits

6

Objective

Branding and Brand Equity are among the hottest topics in management today. The Marketing Science Institute recently did a survey of its membership, which includes 50 % or so of the top marketing companies in the US, to learn their opinion as to what were the pressing questions in need of research. The runaway winner was brand equity. Larry Light, a prominent advertising research professional stated it this way:

"The marketing battle will be a battle of brands, a competition for brand dominance. Businesses and investors will recognize brands as the company's most valuable assets. This is a critical concept. It is a vision about how to develop, strengthen, defend, and manage a business. It will be more important to own markets than to own factories. The only way to own markets is to own market-dominant brands."

If strong brands are among the company's most valuable assets, managing and developing them becomes of crucial importance for the long term profitability of a firm. Brand are special, they are managed by companies, but their positions will often reside in consumers' minds. This implies that a brand strategist has to combine skills: deep customer insight, and clear strategic vision. This course gives an introduction to both of these areas of skills. The first course segment "Core brand issues" is dedicated to generate customer insight, to understand the way customers perceive brands, store brand associations, and use brand knowledge when choosing among different brands. This serves as a ground for the following sections on establishing brand positions, giving the brand identity, and establishing a credible brand value proposition. Having completed this section, students should know the "nuts and bolts" of branding. This enables a shift to more strategic brand issues. The objective is to enable the students to develop skills with respect to how brands are strategically managed. More specifically, this requires understanding of the brand as a source for sustainable competitive advantage, managing relationships between brands and their customers, brand revitalizing strategies, strategies for brand leverage, including brand and line extensions, brand portfolios and other issues. Special emphasis is also given to challenges of corporate brands, often found in the service industry. Finally, internet implies an important challenge for traditional brand management thought. The students will be given an overview of challenges brick-and-mortar brands face when entering cyber-space, where they might find competitors who were born there.

Summing up, this brand management course provides an overview of a number of issues of strategic importance when managing brands.

Prerequisites

MRK 9711 or similar course(s) in marketing management and consumer behavior

Compulsory literature

Keller, Kevin Lane. 2002. *Strategic brand management: Building, measuring, and managing brand equity*. 2nd ed. Upper Saddle River, N.J.: Prentice Hall.

Articles: a list will be provided on the first day of class

Recommended literature

Aaker, David A and Erich Joachimsthaler. 2000. *Brand leadership*. New York: The Free Press.

Kapferer, Jean-Noël. 1997. *Strategic brand management: Creating and sustaining brand equity long term*. 2nd ed. London, Kogan Page. (chapter 3)

Aaker, David A. 1996. *Building strong brands*. New York: The Free Press. (chapters 3-5)

De Chernatony, Leslie. 2001. *From brand vision to brand evaluation: Strategically building and sustaining brands*. Oxford: Butterworth Heinemann.

Course outline

1: Core brand issues:

- Customer based brand equity, brand awareness and -knowledge
- Brand elements
- Brand positions, the importance of brand identity planning
- Brand value propositions (BVPs)

2: Strategic brand management applications

- The brand as a source for sustainable competitive advantage (SCA): branding seen through the eyes of the strategists.
- Developing consumer-brand relationships
- Managing brands over time, the role of revitalization and concept management
- Strategies for leveraging secondary associations (co-branding, ingredient-branding, licensing, CoO)
- Building for growth: the brand and line extension strategies
- Developing a brand portfolio-strategy
- Corporate brands
- Brand strategies on the Internet for off-liners and born-on-the-webs

Course structure

Computer-based tools

None

Course structure

Session # Topic

1. Introduction to brand management. History of branding, future challenges. Consumers and their brands.
2. The Customer Based Brand Equity framework. Brand knowledge and -associations
3. Brand elements
4. Brand Identity planning and positioning strategies
5. Brands as sources for sustainable competitive advantage
6. Tying the knot: the relationships between brands and their buyers
7. Secondary brand associations: how can they help to leverage and fortify the brand position
8. Leveraging the brand: gaining competitive advantage through brand- and line extensions
9. Establishing a brand portfolio strategy: from house of brands, endorsed brands, sub-brands, to a branded house
10. Corporate branding issues
11. Brands and the role of the www: critical issues when integrating the off- and online world
12. Summary, prep for exam.

Evaluation

Final evaluation: project paper: 100% of final grade (groups of max 3)

Evaluation: Individual pass/fail multiple choice exam, duration: 1 hour

Evaluation code(s)

GRA 41452 Project paper 100% of final grade (groups of max 3)
GRA 41453 Individual pass/fail multiple choice exam, duration: 1 hour

Aids at the examination

Project: all written aids
Mid-term: none

Makeup exam

At the next ordinary exam