



APPLIES TO ACADEMIC YEAR 2004/2005

GRA 4145 Brand Management

Program

Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Marketing), Master of Science in Marketing (Marketing), Specialization Course

Responsible for the course

Bendik Samuelsen

Department

Marketing

Term

According to study plan

ECTS Credits

6

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.

Objective

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.

Prerequisites

Marketing management is a basic prerequisite. Students would also benefit from having taken a consumer behavior course

Compulsory literature

Keller, Kevin Lane. 2003. *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

Riezebos, Rik, Bas Kist and Gert Koostra. 2003. *Brand Management : a theoretical and practical approach*. Harlow, N.J.: Financial Times/Prentice Hall.

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

Computer-based tools

None

Course structure

The class will be organized around discussing selected topics illustrated by theory and practical cases. The students are expected to be well prepared and highly involved in the discussions. Major topics to be covered are:

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. Brand revitalization and repositioning

The assignment for the term paper will be announced first day of class. Students can work in groups of max 3 on the term paper. Students will also be assigned up to three cases during the course. Groups of 2-3 students write a 8-10 pages write-up for each case. The case write-ups are handed in in class one week before the case is scheduled to be discussed in class.

Evaluation

Your course grade will be based on the following activities and weights:

- 40 % term paper
- 40 % case assignments and discussion
- 20 % Two hours written exam

Evaluation code(s)

GRA 41454 term paper, case assignments and discussion, and written exam account for 100% of the grade in GRA 4145, 6 ECTS credits

Aids at the examination

For the two hours written exam: Bilingual dictionary.

Makeup exam

At the next ordinary exam

