



APPLIES TO ACADEMIC YEAR 2006/2007

## GRA 4145 Brand Management

### Program

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

### Responsible for the course

Bendik Samuelson

### 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. Brands 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 deep customer insight with 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, the 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

#### Books:

Keller, Kevin Lane. 2003. Strategic brand management: Building, measuring, and managing brand equity. 2nd ed. Upper Saddle River, N.J.: Prentice Hall

### Recommended literature

#### Books:

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

Kapferer, Jean-Noël. 2004. The New Strategic brand management: Creating and sustaining brand equity long term. 3rd ed. London: Kogan. Chapter 3

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. 1996. Building strong brands. New York: The Free Press. Chapters 3-5

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

### 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

- 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

### **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 and 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. Tying the knot: the relationships between brands and their buyers
6. Secondary brand associations: how can they help to leverage and fortify the brand position
7. Leveraging the brand: gaining competitive advantage through brand- and line extensions
8. Establishing a brand portfolio strategy: from house of brands, endorsed brands, sub-brands, to a branded house
9. Corporate branding issues
10. 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 3 pages write-up for each case. The case write-ups are handed 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

Students have to pass all activities to obtain a grade in the course.

### **Evaluation code(s)**

GRA 41454 accounts for 100% of the final grade in the course GRA 4145.

### **Aids at the examination**

For the two hours written exam: Bilingual dictionary.

### **Makeup exam**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

### **Honor Code**

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating.

These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.