



APPLIES TO ACADEMIC YEAR 2009/2010

## GRA 4145 Brand Management

### Programme

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

### Responsible for the course

### Department

Department of Marketing

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

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.

### Learning outcome

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 main learning outcomes are:

1. In general, to enable the students to develop skills with respect to manage brands strategically
2. Establish the ability to elicit and analyze brand associations, and derive strategic implications for positioning, brand elements, and the usage of secondary brand associations.
3. Establish basic understanding of different methods for brand valuation
4. Establish skills enabling the students to assess growth-opportunities for brands, e.g., brand extension strategies
5. Understand and apply principles for brand portfolio-management, including the challenges inherent in the continuum from corporate brands to branded articles, from house of brands to branded house.

### Prerequisites

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

### Compulsory reading

#### Books:

Keller, Kevin Lane. 2008. Strategic brand management : building, measuring, and managing brand equity. 3rd ed. Upper Saddle River, N.J. : Pearson/Prentice Hall

#### Other:

A list of articles (content subject to update until course start) will be posted at the first day of class. Articles can be downloaded from the BI Library's online resources  
During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

### Recommended reading

#### Books:

De Chernatony, Leslie. 2006. From brand vision to brand evaluation : the strategic process of

growing and strengthening brands. 2nd ed. Oxford : Butterworth Heinemann  
Kapferer, Jean-Noël. 2008. The new strategic brand management : creating and sustaining brand equity long term. 4th ed. London : Kogan Page. Chapter 3  
Aaker, David A. 1996. Building strong brands. New York : Free Press. Chapters 3-5  
Aaker, David A. and Erich Joachimsthaler. 2000. Brand leadership. New York : Free Press

### **Course outline**

1: Core brand issues:

- Customer based brand equity, brand awareness and –knowledge
- Brand elements
- Brand positioning
- Brand valuation methods

2: Strategic brand management applications

- Developing consumer-brand relationships
- Brand 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 brand challenges

### **Computer-based tools**

None

### **Learning process and workload**

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:

- Introduction to brand management. History of branding and future challenges. Consumers and their brands.
- The Customer Based Brand Equity framework. Brand knowledge and -associations
- Brand Valuation Methods
- Brand elements
- Brand positioning strategies
- Brand concept management (BCM)
- Tying the knot: the relationships between brands and their buyers
- Secondary brand associations: how can they help to leverage and fortify the brand position
- Leveraging the brand: gaining competitive advantage through brand- and line extensions
- Establishing a brand portfolio strategy: from house of brands, endorsed brands, sub-brands, to a branded house
- Corporate branding issues

The brand equity analysis assignment will be solved in groups of max three students. The analysis should be conducted for a brand free of choice, utilizing models and techniques outlined by the instructor. The brand equity analysis assignment is to be handed in mid-term. Students will also be assigned up to three cases during the course. Groups of 2-3 students hand in a 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.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

### **Examination**

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

- 20 % Brand equity analysis assignment
- 40 % case assignments and class participation
- 40 % Individual three hours written exam

Please note that even though class participation is not compulsory, active participation will be rewarded, and vice versa.

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

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

### **Exam code(s)**

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

**Examination support materials**

A bilingual dictionary. Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary. <http://www.bi.edu/studenthandbook/examaids>

**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee

**Additional information****Honor Code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.