



Boston University International Programs
London

Boston University British Programmes
International Brand Management
CAS IP 401 (*Elective B*)
Spring 2011

Instructor Information

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B. Day and Time	Mondays (and Wednesday 20 April), 9am-1pm,
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Course Objectives

This module aims to build upon core marketing studies undertaken to-date on branding and to extend these into an in-depth exploration of the role of the brand manager and the role of brands in consumers' lives. Specifically it aims to develop:

- An understanding of the role of the brand from the perspective of the organisation, society and that of the consumer
- The necessary skills to enable assessment of brand opportunities, develop appropriate responses, manage the implementation of branding decisions, and measure the effectiveness of these decisions
- The ability to select from and apply appropriate academic models to support analysis and insight
- The ability to conduct and present work in a manner befitting a professional brand manager

Learning Outcomes

On successful completion of this module you will be able to:

- Synthesise current academic writing on branding
- Apply appropriate methods in researching the brand
- Assess the role of the brand within an organisation's overall strategy
- Develop a brand strategy and formulate marketing actions and budgets for implementation
- Evaluate the implications of managing brands internationally

Methodology

The course will run for 9 weeks during the Internship Phase of the semester. Each seminar will consist either of a student presentation on a given topic and group/class room discussion or group work and class discussion. The presentations should last approximately 15 minutes each, should be given on power point. All students are expected to contribute at this stage. Presentations will relate to the topic of the lecture and will be based on case studies. Students are expected to read the relevant literature (which effectively consists of chapters from the text book) for each week.

Assessment

Assessment for the course is divided between two pieces of coursework and a final examination. The course work is worth 60%, the examination worth 20% and classroom performance worth 20%.

Coursework

The coursework consists two assessments, Coursework 1 and Coursework 2. The first will be a group presentation and is worth 20% of the final grade. The second is an individual report and is worth 40% of the final grade.

Coursework 1

- Select an existing brand (this may encompass several products) which has been reported as experiencing difficulties within its market place.
- Describe the history of the brand; outline its characteristics including brand equity, identity, personality and brand architecture.
- Outline the brand's role within the organisations and its position in the market.
- Describe in detail the nature of its difficulties and provide reasons for its causes.
- Present this in a fifteen minute presentation with five minutes for questions.
- A portfolio should be provided containing copies of all the material used.

Coursework 2

In an individual report of 2,500 words, based on the analysis undertaken by your group in Coursework 1, prepare a brand plan (in report form) for the next two years, aimed at overcoming the current difficulties and improving upon the brand's market position.

The report should be written as if it were to be presented to the Board. It must therefore be convincing, comprehensive, practical and sustainable. In relation to this it must be fully costed with a financial plan at the back detailing in eight quarters expenditure and forecasted revenues. The plan must also contain dates of various stages of implementation and it should also provide relevant academic and managerial models.

The Examination

The examination will consist of eight short essay style questions of which four must be chosen. Each question carries equal marks. **The Final Exam will take place on Thursday 21 April.** Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.

Grading

Please refer to the Academic Handbook for detailed grading criteria, attendance requirements and policies on plagiarism:

<http://www.bu-london.co.uk/files/images/ACADEMICHANDBOOKSP11.pdf>

Coursework 1 Marking Scheme

Academic Tools and Theory Appropriately Used	20%
Coherent and Clear Structure	15%
Consistent, Comprehensive and Realistic Analysis of Problems	25%
Brand Discussed Within Context of the Organisation	15%
Brand Discussed Within the Context of the Market	15%
Responses to Questions	10%
Total	100%

Coursework 2 Marking Scheme

Academic Tools and Theory Appropriately Used	20%
Brand Plan Stems Logically from key issues Identified in Group Analysis	15%
Brand Plan is Consistent, Comprehensive and Grounded in Reality	25%
Brand Plan Shows a Creative and Holistic Approach	15%
Brand Plan is Convincing	15%
Financial Planning	10%
Total	100%

Course Chronology

Session	Lecture/Theme
1: Mon 21 Feb	Segmentation, Targeting and Positioning - An Overview Branding An Introduction
2: Mon 28 Feb	Brand Equity Brand Identity and Personality
3: Mon 7 Mar	The Brand Planning Process Symbolic and Functional Brand Management
4: Mon 14 Mar	Organisational Branding Managing Brand Portfolios
5: Mon 21 Mar	Brand Extensions Brand Communication
6: Mon 28 Mar	Branding and the Internet Measuring Brand Equity
7: Mon 4 Apr	Guest lecturer: Prof. Stefan Schwarzkopf Global Branding
Mon 11 Apr	<i>No class (see Contingency class date on Wed 20 April)</i>
8: Mon 18 Apr	Repositioning the Brand Revision
9: Wed 20 Apr	Presentations Field Trip – <i>Details to be confirmed</i>
Thurs 21 Apr	Final Exam

Seminar One

Case Study – The Smirnoff Brand

Seminar Two

Activity 1

One group will give presentations on one of the below brands:

1. Toyota
2. Kelloggs
3. Tesco
4. Apple
5. Manchester United Football Club
6. Gillette
7. Sony Play Station
8. Ben & Jerry's
9. HSBC
10. President Obama

Using Aaker's model of Brand Equity show how each of the four elements leverages the value of the brand.

Activity 2

Each group will be given a brand and will be asked to fill out what you perceive to be the brand identity of it according to Aaker and Joachimstahler's model (*see Appendix A*). This will be briefly presented to the class.

Seminar Three

Two groups will present case studies today from Elliott and Percy's, *Strategic Brand Management*. The first is on symbolic branding and deals with Hennessy cognac, and the second is on functional branding and deals with Monsanto's Roundup, a weed killer. Copies of the case studies will be distributed to all students.

Seminar Four

Students are asked to choose from one of the below product categories:

- Family Car
- Electrical equipment
- Mobile Telephone
- Hotel
- Supermarket
- A Cereal
- Yoghurt/Dairy Product
- An Industrial Supplier

They are to select a brand from one of the above and outline its brand portfolio. While doing so students must:

- Describe all the brands within the portfolio
 - Show which segments each brand within the portfolio is targeted at
 - Explain the rationale of the portfolio – how it leverages brand equity
 - Identify the roles of the brands within the portfolio – endorser brands, driver brands, silver bullets, sub-brands, strategic brands
 - Give recommendations for further developments of the portfolio
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Seminar Five

Group Presentation

The group should choose a brand of their choice and suggest a concrete proposal for a brand extension. The proposal must be detailed explaining the nature of the new product, its segmenting, targeting and position strategies, its added value and how it leverages the overall value of the brand portfolio and how it will benefit the organisation. Competitor products should be mentioned, an agenda for development and launching of the new extension and some financial costing.

Seminar Six

Activity 1

Students are to bring samples of print advertising, packaging and audio-visual advertising and show how this:

- Communicates the value of the brand
- Establishes brand identity
- Leverages the value of the brand.

In relation to the second point Aaker's and Joachimsthaler's model of brand identity can be used. In relation to the third point De Chernatony's list of the functions of the brand introduced in the first lecture can be utilised.

Groups can demonstrate their findings to other groups and encourage discussion and positive criticism.

Activity 2 Group Presentation

The groups should choose a brand's website and demonstrating this in class show how it:

- Communicates and leverages the value of the brand
 - Enables relationships to develop between the brand and its users
 - Facilitates communication
 - Distinguishes the brand from competitors
 - Develops brand identity
 - Leverages the value of the brand in a manner that other communicational and promotional channels are unable to
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Seminar Seven

All groups are to choose a brand and develop a branding auditing system to monitor the value of brand equity. Students are encouraged to incorporate various existing models such as those developed by Aaker, Keller and Elliott and Percy.

Each group will briefly present their systems explaining how they work and which aspects of the brand they are measuring. Auditing systems should measure both quantitative and qualitative aspects of the brand.

Seminar Eight

Discussion of chapter given in previous week

Seminar Nine

Groups will give their final presentations today in accordance with Course work 1.

Final Exam: Thursday 21 April. Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.

Readings

There is no text book to the course. However two essential texts have been chosen which students must obtain and read and further reading is suggested. In addition, students are strongly advised to read articles.

Essential Reading

Aaker, D (1996) *Building Strong Brands*. London: Simon & Schuster.

Elliott, R. & L. Percy. (2007), *Strategic Brand Management*. Oxford: Oxford University Press.

Further Reading

Aaker, D. & E. Joachimsthaler. (2000), *Brand Leadership*. London: Simon & Schuster.

Ahmed, P.K. & M. Rafiq. (2002), *Internal Marketing: tools and concepts for customer-focused management*. Oxford: Butterworth Heinemann.

De Chernatony, L. (2001), *From Brand Vision to Brand Evaluation*. Oxford: Butterworth Heinemann.

De, Chernatony, L. and M. McDonald, (2003), *Creating Powerful Brands*. 3rd. Ed. Oxford: Elsevier.

Gilmore, F. (1999), *Brand Warriors. Corporate leaders share their winning strategies*. London: HarperCollins Business.

Haig, M. (2003) *Brand Failures: the truth behind the 100 biggest branding mistakes of all time*. London: Kogan Page.

Hill, S. & C. Lederer (2001), *The Infinite Asset: Managing Brands to Build New Value*. Boston: Harvard Business School Press.

Keller, D. (2003), *Strategic Brand Management*. New Jersey: Prentice Hall.

Kapferer, J.N., (2001), *(Re)inventing the Brand: can top brands survive the new market realities?* London: Kogan Page.

Morgan, N., A Pritchard & R. Pride, (eds.) (2005), *Destination Branding*, 2nd Ed. Oxford: Elsevier.

Pault, J. (ed.), (2000), *Brand.new*. London: V & A Publications.

Pringle, H. and W. Gordon, (2001), *Brand Manners*. Chichester: John Wiley & Sons.

Taylor, I. (2003), *The Brand Gym: a practical workout for boosting brand and business*. Chichester: John Wiley & Sons.

Journals

Academy of Management Review (1976-2004 available via JStor)

European Journal of Marketing

Harvard Business review

Industrial Marketing Management

Journal of Advertising Research

Journal of Consumer Research (1974-2004 available via JStor)

Journal of Marketing (1936-2004 available via JStor)

Journal of Marketing Management

Journal of Marketing Research (1964-2004 available via JStor)

Journal of Product and Brand Management

Strategic Management Journal (1980-2004 available via JStor)

The International Journal of Brand Management (available through BU BP Library)

Additional readings may be posted on the course webpage:

<http://www.bu-london.co.uk/academic/IP401> (you must be logged in to view materials).

Further readings to be determined.

Appendix A

Brand Identity for

Brand Essence:

Core Identity:

Extended Identity:

Brand as Product:

Brand as Organisation:

Brand as Person;

Brand as symbol:

Value Proposition

- **Functional benefits**
- **Emotional benefits**
- **Self-expressive benefits**

Relationship: