



**Boston University Study Abroad
London**

**Boston University Study Abroad London
International Brand Management
COM CM 447 (*Elective B*)
Spring 2016**

Instructor Information

| | |
|-----------------|---|
| A. Name | Dr. Michael Heller |
| B. Day and Time | Fridays 9.00am-1.00pm Plus Thursday 14 th & Tuesday 19 th April |
| C. Location | Courtfield, Courtfield Gardens |
| D. BU Telephone | 020 7244 6255 |
| E. Email | chefheller@hotmail.com |
| F. Office hours | By appointment |

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 5 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 three pieces of coursework. The course work is worth 80%, and classroom performance worth 20%.

Coursework

The coursework consists of three assessments. The first will be a 1,500 word essay worth 20%. The second will be a group presentation worth 20% of the final grade. The third is an individual report and is worth 40% of the final grade. Course works 1 & 3 should be fully referenced using Chicago or Harvard style of referencing. All references should use parentheses and use dates – e.g. – (Holt, 2004).

Coursework 1

A 1,500 essay entitled. ‘Discuss the principle differences between high and low involvement brands. How should high and low involvement brands be managed?’ In order to answer the question students should read chapters 3, 8 and 9 in the Elliott and Percy textbook and articles which can be found in Blackboard.

Coursework 1 is to be submitted in class on TBA.

Coursework 2

- Select an existing brand (this may encompass several products) which has been reported as experiencing difficulties within its market place.
- Introduce the brand
- Describe the history of the brand – particularly when the brand was strong (no more than three slides)
- Outline the brand’s position in the market.
- Describe in detail the nature of its difficulties and provide reasons for its causes (this should be two thirds of the presentation and be given in detail).
- Theory and models should be used to support arguments in the presentation
- Present this in a fifteen minute presentation with five minutes for questions.

Coursework 3

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. It should fully utilise teaching given in class and contain all relevant models. At least three models taught in class should be utilised. The report should also contain academic reading (articles and books). In addition to the two core text books

used in class, it should contain references to at least three other academic sources. The report should open with a brief overview of the problems which the brand faces, which were given in the presentation. It should then contain a section which proposes changes to the brand (the repositioning strategy). Benefits, identity, use, user, packaging, communication, price and other elements of the marketing mix should be covered. Following this there should be a section which deals with the implementation of the plan – this should focus on the Integrated Marketing Communication plan for the repositioning but can contain other details. Finally there should be a brief auditing plan to ensure that the brand maintains its recovery.

Coursework 3 is to be submitted in the office of Harrington Gardens by or before 1.00pm on 22nd April 2016.

Grading

Please refer to the Academic Handbook for detailed grading criteria and policies on plagiarism: <http://www.bu.edu/london/current-semester>

** Final Grades are subject to deductions by the Academic Affairs Office due to unauthorised absences.*

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% |

Attendance Policy

Classes

All Boston University London Programme students are expected to attend each and every class session, seminar, and field trip in order to fulfill the required course contact hours and receive course credit. Any student that has been absent from two class sessions (whether authorised or unauthorised) will need to meet with the Directors to discuss their continued participation on the programme. This may result in the student having to take a medical leave of absence from the programme or withdraw from the programme.

Authorised Absence:

Students who expect to be absent from any class should notify a member of Academic Affairs and complete an Authorized Absence Approval Form 10 working days in advance of the class date (except in the case of absence due to illness for more than one day. In this situation students should submit the Authorised Absence Approval Form with the required doctor's note as soon as possible). **Please note: Submitting an Authorised Absence Approval Form does not guarantee an authorised absence**

Students may apply for an authorised absence only under the following circumstances:

- Illness (first day of sickness): If a student is too ill to attend class, the student must phone the BU London Student Affairs Office (who will in turn contact the student's lecturer).
- Illness (multiple days): If a student is missing more than one class day due to illness, the student must call into to the BU London Student Affairs Office each day the student is ill. Students must also provide the Student Affairs office with a completed Authorised Absence Approval Form and sick note from a local doctor excusing their absence from class.
- Important placement event that clashes with a class (verified by internship supervisor)
- Special circumstances which have been approved by the Directors (see note below).

The Directors will only in the most extreme cases allow students to leave the programme early or for a significant break.

Unauthorised Absence:

Any student to miss a class due to an unauthorised absence will receive a **4% grade penalty** to their final grade for the course whose class was missed. This grade penalty will be applied by the Academic Affairs office to the final grade at the end of the course. As stated above, any student that has missed two classes will need to meet with the Directors to discuss their participation on the programme as excessive absences may result in a 'Fail' in the class and therefore expulsion from the programme.

Lateness

Students arriving more than 15 minutes after the posted class start time will be marked as late. Any student with irregular class attendance (more than two late arrivals to class) will be required to meet with the Assistant Director of Academic Affairs and if the lateness continues, may have his/her final grade penalised.

Course Chronology

| Session | Lecture/Theme |
|---|---|
| 1: Friday 4th March | Introduction to the Course Segmentation, Targeting and Positioning - An Overview |
| 2: Friday 11th March | Brand An Introduction Brand Equity |
| 3: Friday 18th March | Brand Identity The Brand Planning Process |
| 4: Friday 1st April | Field Trip – John Lewis Heritage Centre |
| 5: Friday 8th April | Organisational Branding Managing Brand Portfolios |
| 6: Thursday 14th April | Brand Extensions Guest Speaker |
| 7: Friday 15th April | Brand Communication Brand Heritage |
| 8 & 9: Tuesday 19th April | Branding and the Internet Measuring Brand Equity Presentations Revision |

***Contingency Class Date: 20th April 2016.** Students are obligated to keep this date free to attend class should any class dates need to be rescheduled. *

Seminar Two

Case Study – Kleenex: Let it Out

Seminar Three

Group Presentation

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 Five

Group Presentations

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 Six

Group Presentation

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 should:

- 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
-

Seminar Seven

Activity 1

Students should select and research a brand's communication and show how this:

- Communicates the benefit of the brand
- Establishes brand identity
- Utilises the Rossiter-Percy Grid.

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

Seminar Eight

Groups should choose a brand's website and demonstrate this in class show how it:

- Communicates the benefits of the brand
 - Enables relationships to develop between the brand, users and communities
 - Provides distinct benefits for users
 - Is distinct from off line communication
-

Seminar Nine

Groups will give their final presentations today in accordance with Course work 2.

Case Study - Andrex

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. (2011), *Strategic Brand Management*. 2nd Edition. Oxford: Oxford University Press.

Further Reading

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

Beverland, M. (2009), *7 Habits of Iconic Brands*. Basingstoke: Palgrave Macmillan.

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.

Hatch, M.J. & M. Schultz (2008), *Taking Brand Initiative*. San Francisco: Jossey-Bass.

Helding, T., C Knudtzen & M. Bjerre. (2009), *Brand Management. Research, Theory and Practice*. London: Routledge.

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

Holt, D.B. (2004), *How Brands Become Icons, The Principles of Cultural Brandings*. Boston, Massachusetts: Harvard Business School Press.

Keller, D. (2008), *Strategic Brand Management*. New Jersey: Prentice Hall.

Kapferer, J.N. (2008), *The New Strategic Brand Management*. London: Kogan Page.

Lopes, T. & P. Duguid. (2010), *Trademarks, Brands and Competitiveness*. London: Routledge.

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.

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 Blackboard: <http://learn.bu.edu>

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: