Boston University Study Abroad
London

Boston University Study Abroad London
International Brand Management in the UK context
COM CM 447 (Elective)
Spring 2018

Instructor Information
A. Name Dr. John Slevin
B. Day and Time Friday 10 am-2 pm
C. Location
D. BU Telephone
E. Email
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 session will comprise tutor led subject lectures with seminar sessions where students will undertake subject related tasks and exercises and/or make group presentations on readings which the tutor will either distribute as handouts or make available on BlackBoard. Students are expected to read the relevant literature (supplied in course programme below) for each week. A number of articles will be given for pre-reading and short group summary feedback during the module.

Assessment
Assessment for the course is divided between three pieces of coursework, two individual and one group-based and classroom attendance and performance. The course work is worth 80 %, and classroom performance worth 20 %

Coursework
This consists of three assessments. The first will be a 1,500 word essay worth 25% of the final grade. The second will be an individual report and exercise based on a field trip to London’s Museum of Brands worth 25% of the final grade. The third is a group presentation and written report worth 30% of the final grade.

Course work should be appropriately referenced using MLA, Chicago or Harvard style of referencing.

Coursework 1
A 1,500 individual essay entitled. ‘Why brands matter’ to be submitted in class 4 (March 23)

Coursework 2
This will be a brief report on your visit to London’s Museum of Brands, your learnings from participating in the workshop, Brand Evolution Challenge and the completion of a follow-up exercise. You will be briefed on this exercise during the visit. Hand in date class 5 (April 6)

Coursework 3
This is a group-based assignment where you are asked to prepare a brand audit for a brand of your choice in the UK market, in a product category of your choice. You report will be delivered in a presentation of 15 minutes, summarising the main findings and conclusions of your audit, accompanied by the full printed report. This assignment will be delivered in class 10 (date TBA)

The report will be written in ‘Business Report Style’, not essay style, to a professional standard, suitable for presentation to senior management. Maximum 3500 words (excluding figures, tables, exhibits).

The report will be appropriately referenced concluding with a reference list and bibliography. The report should contain an appendix indicating group roles in the preparation of the audit.

Grade weightings for this assignment are 25 % for the presentation and 75 % for the full report.

The audit – for which a full briefing will be given in class, will cover the following main areas:

- Brand History
- Product category and current position including sales and market share performance
Current brand ownership
Key brand elements audit
Brand value proposition, positioning and brand essence
Current brand communications audit including analysis of push and pull strategies
Industry/Category competitor analysis
Key strategic market drivers for the industry/product category
Summary and conclusions
  o Brand equity model (Keller CBBE Model) which identifies the brand’s key current strengths
  o Any significant weaknesses relative to competition
  o Key threats facing the brand
  o Key market opportunities for this brand

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.

ATTENDANCE POLICIES

Important note for students on the Internship Programme:

The rules governing Internship Programme students’ UK visas are strict and require, as a condition of the student’s presence in the United Kingdom, that the student participates fully in all classes and in the placement. If a student does not attend classes or his/her placement as required the student will be considered to be in breach of the visa and can be deported. As the sponsor of our students’ visas, Boston University has the legal obligation to ensure that each student complies with visa requirements.

For that reason Boston University London Programmes requires full attendance in classes and placements. Any student who does not comply with this policy may be sent home from the program at the discretion of the programme directors, and will result in a forfeit of credit and program costs for part or all of the semester.

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.

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). The Authorised Absence Approval Request Form is available from: http://www.bu.edu/london/current-semester/

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 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 a 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.

Religious Holidays

Boston University’s Office of the University Registrar states:
‘The University, in scheduling classes on religious holidays and observances, intends that students observing those traditions be given ample opportunity to make up work. Faculty members who wish to observe religious holidays will arrange for another faculty member to meet their classes or for cancelled classes to be rescheduled.’

Special Accommodations
Each student will need to contact the Office of Disability Services to request accommodations for the semester they are abroad. Students are advised by BU- ODS not to expect the same accommodations as they receive on campus.

BU London can only uphold special accommodations if we have received the appropriate documentation from the BU-ODS. We cannot accept letters from other universities/centres.

All disabilities need to be known to the ODS in Boston if they are to be used as a reason for requiring a change in conditions, i.e. reduced internship hours or special accommodations for the internship schedule.

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 Associate Director for Academic Affairs and if the lateness continues, may have his/her final grade penalised.

## Course Programme

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture</th>
<th>Seminar; exercises &amp; discussion topics</th>
<th>Reading/prep for next session(s)</th>
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<tbody>
<tr>
<td>1. March 2</td>
<td>What are brands and why do they matter? Types of brands. Brands as key corporate assets. Trade Marks v Brands.</td>
<td>Can anything be branded? Exploring the differences between products and brands.</td>
<td>Chps. 1, 3 <strong>Strategic Brand Management</strong> (SBM) Brief reading 1 (for feedback session 3)</td>
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<td>2. March 9</td>
<td>Brand Equity. The Customer Based Brand Equity model. Defining, and understanding the target market. Segmenting the market and positioning the brand.</td>
<td>Points of parity and points of difference. Criteria for choice. Brand wheel analysis and defining brand essence and USP</td>
<td>Chp. 2, 4 SBM Brief reading 2 (for feedback session 4)</td>
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<td>3. March 16</td>
<td>Managing Brand Elements <strong>Guest Speaker. David Taylor on brand essence</strong></td>
<td><strong>Group feedback article 1</strong></td>
<td>Chp 6 SBM</td>
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<td>4. March 23</td>
<td>Brand Communications</td>
<td><strong>Hand in CW1</strong></td>
<td>Chp. 4, SBM</td>
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<td>Brand Elements exercise. Comparing 2 UK consumer brands &amp; how brand elements contribute to creating brand equity.</td>
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<td><strong>Group feedback article 2</strong></td>
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<td>5 April 6</td>
<td><strong>Field Trip to London’s Museum of Brands</strong></td>
<td><strong>Brief CW 2</strong></td>
<td>Chps 8, 9, SBM</td>
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<td>Brand Evolution Workshop</td>
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<td>Brand Museum Exercise</td>
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<td>6. April 13</td>
<td><strong>Guest Speaker. Chris Bestley on brand marketing v shopper marketing</strong></td>
<td>Developing a brand tracking study – exercise</td>
<td>Chps. 11 SBM Brief readings 3 &amp; 4. (or feedback week 9)</td>
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<td><strong>Hand in CW2</strong></td>
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### 7. April 19 (Thursday)
*Field Trip and Guest speaker. Rebranding London’s ZSL*

Chp. 12, 14 SBM

### 8. April 20
*Guest speaker. Clive Helm on brand extensions*

- Brand architecture, brand hierarchy and brand portfolio management

**Research on brand audit report and presentation with tutor**

**Research brand audit report for session 10**

### 9 & 10 W/C April 24
*Group feedback on articles 3 and 4*

*CW 3 Brand audit group presentations and report hand in. Course wrap up*

**Research on brand audit report and presentation with tutor**

### Article Readings


### Contingency Class Date T.B.A.

Students are obligated to keep this date free to attend class should any class dates need to be rescheduled.

### Reading

**Core course text**


**Further Reading**


**Recommended articles.**


**Journals**

Harvard Business review
Journal of Brand Management
Journal of Product and Brand Management
The International Journal of Brand Management (available through BU BP Library)

**Other useful sources for brands and branding in Britain**

British Brands Group [www.britishbrandsorganisation.org.uk](http://www.britishbrandsorganisation.org.uk)
Intellectual Property Office [www.ipo.org](http://www.ipo.org)
UK Chartered Institute of Marketing [www.cim.org](http://www.cim.org)
Ofcom [www.ofcom.org](http://www.ofcom.org)
Museum of Brands [www.museumofbrands.co.uk](http://www.museumofbrands.co.uk)
World Advertising Research Centre [www.warc.com](http://www.warc.com)
Creative Club [www.creativeclub.co.uk](http://www.creativeclub.co.uk)
Institute of Practitioners in Advertising [www.ipa.co.uk](http://www.ipa.co.uk)