Instructor Information
A. Name Dr. Michael Heller

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 of 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 a group 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. Finally there should be a brief auditing plan to ensure that the brand maintains its recovery.

**Coursework 2 is to be submitted in the office of Harrington Gardens by 3.00 pm, Friday 26th April.**

**The Examination**

The examination will consist of six short essay style questions of which three must be chosen. Each question carries equal marks. The Final Exam will take place on Thursday 25th 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.edu/london/current-semester

Attendance Policy

Classes
All Boston University London Programme students are expected to attend each and every class session, tutorial, 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.

Authroised 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 which 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, supported by a local London doctor’s note (submitted with Authorised Absence Approval Form).
- 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 (for example, death in close family) 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 require a meeting with the Assistant Director of Academic Affairs and if the lateness continues, may have his/her final grade penalised.

Coursework 1 Marking Scheme

<table>
<thead>
<tr>
<th>Academic Tools and Theory Appropriately Used</th>
<th>20%</th>
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<tbody>
<tr>
<td>Coherent and Clear Structure</td>
<td>15%</td>
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<tr>
<td>Consistent, Comprehensive and Realistic Analysis of Problems</td>
<td>25%</td>
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<tr>
<td>Brand Discussed Within Context of the Organisation</td>
<td>15%</td>
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<tr>
<td>Brand Discussed Within the Context of the Market</td>
<td>15%</td>
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<tr>
<td>Responses to Questions</td>
<td>10%</td>
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### Coursework 2 Marking Scheme

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Academic Tools and Theory Appropriately Used</td>
<td>20%</td>
</tr>
<tr>
<td>Brand Plan Stems Logically from key issues Identified in Group Analysis</td>
<td>15%</td>
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<tr>
<td>Brand Plan is Consistent, Comprehensive and Grounded in Reality</td>
<td>25%</td>
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<tr>
<td>Brand Plan Shows a Creative and Holistic Approach</td>
<td>15%</td>
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<tr>
<td>Brand Plan is Convincing</td>
<td>15%</td>
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<tr>
<td>Financial Planning</td>
<td>10%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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### Course Chronology

<table>
<thead>
<tr>
<th>Session</th>
<th>Lecture/Theme</th>
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<tbody>
<tr>
<td>1: Friday 1st March</td>
<td>Segmentation, Targeting and Positioning - An Overview</td>
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<td></td>
<td>Branding An Introduction</td>
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<td>2: Friday 8th March</td>
<td>Brand Equity</td>
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<td>3: Friday 15th March</td>
<td>Brand Identity</td>
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<td>The Brand Planning Process</td>
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<td>4: Friday 22nd March</td>
<td>Field Trip – Ideal Home Show, Earls Court</td>
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<td>5: Friday 5th April</td>
<td>Symbolic and Functional Brand Management</td>
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<td>Organisational Branding</td>
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<td>6: Friday 12th April</td>
<td>Managing Brand Portfolios</td>
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<td>Guest Speaker</td>
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<td>7: Thursday 18th April</td>
<td>Brand Extensions</td>
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<td>Brand Communication</td>
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<td>8: Friday 19th April</td>
<td>Branding and the Internet</td>
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<td></td>
<td>Measuring Brand Equity</td>
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<td>9. Wednesday 24th April</td>
<td>Presentations</td>
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<td></td>
<td>Revision</td>
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<tr>
<td>Thursday 25th April</td>
<td>Final Exam</td>
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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 rational 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 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 its 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 finding 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
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

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

Seminar Nine

Field Trip

Final Exam: Tuesday 26th June. 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


Further Reading


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

Additional readings may be posted on the course webpage: [https://lms.bu.edu](https://lms.bu.edu)
(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: