

# Strategic Brand Management gr. 2 (EM023M16A2)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Strategic Brand Management : 5 ECTS.</b> <ul style="list-style-type: none"><li>• Visitants</li></ul>
Discipline	Management
Year	2019
Semester	A
Open for visitors	yes (5 ECTS)
Available places	40

## Coordinator

Marie HENRY

## Lecturers

Instructor	Population	Email
Marie HENRY	Population	marie.henry@em-strasbourg.eu

## Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

## Course track

Track : Attendance

### "Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

### "Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

# Contribution of the course to the educational objectives of the programme

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How the course contributes to the programme :

## Description

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More and more firms of all types have come to the realization that one of the most valuable assets they have is the brand name associated with their products or services. Since brands are intangible assets, creating and nurturing a strong brand is a challenge, particularly in fast-moving consumer goods, technological and luxury goods and in international markets, where brand identity and image can have a dramatic impact on purchasing decisions.

In this course, we will examine marketing strategies from a branding perspective, and address the most important issues involved in maximizing the value of existing brands and in building strong brands.

The course covers topics such as: creating brand positioning, measuring brand equity, using brand equity to expand a business, understanding brand management in order to deliver sustained customer value and create brand loyalty.

This course provides an overview of the ways in which brands are conceived, developed, launched, nurtured, and protected. It focuses on imparting techniques and strategies for developing brands, long-term.

The course will combine the most recent brand management knowledge with practical application, and develop a framework for understanding the essential ingredients of effective marketing of brands.

## Educational organisation

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In class

### Lectures

In groups

### Exercises

### Case studies/texts

Interaction

### Discussions / debates

Assignments

### Specific projects / case studies

## Learning outcomes

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Upon completion of this course, students should be able to :

- **Present** an understanding of personal conclusions on innovative and sustainable business models supported by research and clear rationale.
- **Use** business models to effectively design and lead business strategies.
- **Examine** (critically) the concept of business model, and its significant role in a company's strategy, effective management practice and overall success.
- **Develop** the ability to assess the strengths and limitation of various business models, and determine their appropriate use, and explain why.

## Outline

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Session 1

## BRANDS WHAT FOR?

1. The origins of brand and branding
2. The brand functions

### Readings

- Breneiser, J.E., Allen, S.N. (2010). Taste Preference for Brand Name versus Store Brand Sodas. *North American Journal of Psychology*, 13 (2), 281-290

### Workshop

#### Food for thought

- Le Monkhouse L., Barnes B.R., Hanh Pham, T.S. (2013). Measuring Confucian values among East Asian Consumers: a four countries study. *Asia Pacific Business Review*, 19 (3), 320-336

## Session 2

### THE TRIPLE BRAND CONTRACT

1. Legal
2. Time perspective
3. Emotional

### Readings

- Dawar, N., Bagga, C. (2015), A Better Way to Map Brand Strategy, *Harvard Business Review*, June

### Workshop

- Angela Ahrendts, (2013). Burberry's CEO on Turning an Aging Icon into a Global Luxury Brand. *Harvard Business Review*, January-February, 1-5

### Food for thought

- Supplementary note 1: Basic Facts About Trademarks, USPTO, 2014

## Session 3

### WHAT MAKES STRONG BRANDS?

1. Brand image, brand identity and brand DNA
2. Assessing customers'brand sensitivity through conjoint analysis

### Readings

- Haire, M. (1950), Projective Techniques in Marketing Research, *Journal of Marketing*, April, Volume 14, 649-656

- Stöckigt, G., Schiebener, J., Brand, M. (2018). Providing sustainability information in shopping situations contributes to sustainable decision making: An empirical study with choice-based conjoint analyses. *Journal of Retailing and Consumer Services*, vol. 43, 188-199

### Workshop 1

#### Assessing a brand's identity

### Workshop 2

#### Which car do you prefer?

## Session 4

### BRAND EQUITY and BRAND VALUE

1. Brand is power: CBBE
2. Brand is value: FBBE

### Readings

- Koll, Oliver; von Wallpach, Sylvia; Kreuzer, Maria (2010). Multi-Method Research on Consumer-Brand Associations: Comparing Free Associations, Storytelling, and Collages. *Psychology and Marketing*, 27 (6): 584-602

### Case study

Chailan, C. (2018). Bacardi vs Pernod-Ricard: Havana Club Rum Guerilla

### Food for thought

- Supplementary note 2: BrandZ report 2015

- Supplementary note 3: Kantar brand footprint 2015

- Supplementary note 4: Lambin on conjoint analysis

## Session 5

### THE BRAND TERRITORY

1. The brand territory concept
2. Brand architecture and brand extensions
3. Brand portfolio
4. Co-branding

### Readings

- Strebinger A. (2004). Strategic Brand Concept and Brand Architecture Strategy - A Proposed Model. *Advances in*

Consumer Research, vol. 31, 656- 661

Case study

Avery, J., Junker, T., Beyerddorfer, D. (2016). Longchamp. HBP 9-316-086

Food for thought

- Chailan, C. (2013). The Influence of Key Capabilities on Brand Portfolio-Based Competitive Advantage. *International Journal of Trade and Global Markets*, 6 (2), 182-201

Session 6

BRANDS IN AN INTERNATIONAL SETTING

1. Brands and internacionalisation: the strategic options

2. Country-of-Origin as a distinctive advantage

Readings

- Chailan, C. (2015), Branding from Emerging Countries: How to compete internationally? *Critical Perspectives on International Business*, 11 (1), 54-71

Workshop

Pisco, cognac or whiskey?

Case study

L'Oréal Global Brand - Local Knowledge, CCMP 9-311-118

Food for thought

Supplementary note 5: GIs in the US EU TTIP Negotiations

Supplementary note 6: Handbook on GI

Session 7

Marcar en países de bajo ingresos y en países de alto ingresos

1. Strategies for LIC: Recruitment and education

2. Strategies for HIC: Hypersegmentation

Readings

- Chailan, C. (2015). Branding from Emerging Countries: How to compete internationally? *Critical Perspectives on International Business*, 11 (1), 54-71

Case study

Chailan, C. (2011). Club Med: Is the Phoenix rising from the Ashes? *ECCH*, 511-060-1

Food for thought

- Eyring, M.J., Johnson, M.W., Nair, H. (2011), New Business Models in Emerging Markets, *Harvard Business Review*, Jan-Feb, 89-95

Session 8

BRANDS AND THE PASSING OF TIME

1. Is the lifecycle relevant for brands?

2. Brands' revitalization process

3. Relaunching old brands

Readings

- Lodish, L. M., Mela, C. F. (2007). If Brand are Built Over Years, why are They Managed over Quarters? *Harvard Business Review*, July/August

Workshop

Brands from the past?

Case study

Abelli, H. (2007). Mountain Man Brewing Company: Bringing the Brand to Light. *Harvard Business Publishing*, 2069-PDF-ENG

Session 9

FUTURE CHALLENGES FOR BRANDS

1. Brand dilution

2. Counterfeiting

3. Branding in a sustainable perspective

Readings

- Cuervo Cazurra, A. (2016). Corruption in International Business. *Journal of World Business*, 51 (1), 35-49

Case study

Claude Chailan, (2015). Al Marsa Fisheries: Sustainability Put into Practice

FINAL EXAM

## Prerequisites

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**Key concepts to understand :**

**Knowledge of :**

None

## Teaching material

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### Recommended reading

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**Major works :**

Here are some textbooks which you may have a look at, ranked by order of practical utility.

Combining the reading of one of these books with the sessions' material is an excellent way to better understand the keys to brand management, and also to implement them in your post-session assignment.

1. J. K. Johansson & K. A. Carlson (2014), Contemporary Brand Management, Sage Publications, ISBN 978-1452242873

Comment: This is the most concise and focused text about contemporary elements of branding and brand management. The book is not only present the branding theory, but also show the practical implication step-by-step. The narrative mini-case studies humanize the subject and make theory and process real.

2. Keller K.L. (2012), Strategic Brand Management: Building, Measuring and Managing Brand Equity, 4th edition, Prentice Hall, 978-0132664257

Comment: This book is the traditional reference textbook in the field. However, it is now extremely expensive. Any earlier edition at a more reasonable price is as good an option

3. Kapferer, J.N. (2012), The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th edition, Kogan Page, ISBN 978-0749465155

Comment: Over the years this book has established a reputation as one of the leading works on brand strategy. Easy to understand diagrams which help retention and also drive the point. The writing style is not as fluent as Keller's one, but the price is much more reasonable, and the overall quality is excellent.

Articles

See recommended articles for each session in the course schedule: These readings are considered as fullfledged

elements of the course and must be read before each session

**Further reading :**

**Research works by EM Strasbourg :**

## Assessment

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**Intermediate evaluation / continuous assessment 1 : last session**

written / individual / English / weighting : 25%

**Intermediate evaluation / continuous assessment 2 :**

written / in group / English / weighting : 25%

additional information : Case study 1

**Intermediate evaluation / continuous assessment 3 :**

oral / individual / English / weighting : 25%

additional information : Class participation is based on three factors: × Answers to questions about the readings to be prepared for each session × Participation to the debate following case studies presentations × Active participation in the classroom, particularly workshops

**Intermediate evaluation / continuous assessment 4 :**

## Grounds for expulsion from classes

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Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.