



MK_IB 346 BRAND MANAGEMENT
IES Abroad Barcelona

DESCRIPTION:

This course provides students with the strategic and technical tools and approaches needed to comprehensively understand and effectively manage brands in various contexts, industries, and markets.

The course will draw on several local cases to illustrate the concepts studied: Barcelona is the home of several renowned Spanish brands such as Mango, Desigual, SEAT, Pronovias, Roca, Freixenet, and Damm. It also serves as the Spanish headquarters for international brands like Volkswagen and Puma. Additionally, the city hosts world-leading events like Smart Cities and the Mobile World Congress (MWC), which have become long-standing traditions in Barcelona's exhibition scene.

The course will cover the fundamental principles of brand management through a combination of theoretical introduction and class debates, plus an engaging activity with branding experts

CREDITS: 3

CONTACT HOURS: 45

LANGUAGE OF INSTRUCTION: English

INSTRUCTOR: Luca Magagni

PREREQUISITES: None. Background in a business-related field is recommended

ADDITIONAL COST: Case Study Fees (40€ approximately)

METHOD OF PRESENTATION:

The teaching methodology will follow a progressive approach, initially focusing on general concepts and gradually exploring global case studies. As the course advances, more emphasis will be placed on local examples, particularly those from Barcelona and Spain, enabling students to develop a comprehensive understanding of brand management across diverse contexts.

To facilitate the learning process, a curated list of required and recommended readings will be provided, encompassing book chapters, articles, and web pages. Students will be expected to review the assigned material either prior to or after the corresponding session, ensuring active participation and facilitating dynamic interactions, debates, and case studies in the classroom.

To ensure a fair and comprehensive assessment, a detailed rubric will be provided in Moodle covering all essential aspects of the course. This assessment framework will guide the evaluation process, allowing for a structured and thorough assessment of students' performance.

REQUIRED WORK AND FORM OF ASSESSMENT:

- In-class Participation - 10%
- Mid-term Exam - 20%
- Final Exam - 20%
- Project Development - 25%
- Individual Assignment - 25%

In-class participation

Class attendance and participation involve actively engaging in in-class activities, demonstrating proactivity by asking questions, and showing genuine interest during workshops, panels, and interviews conducted throughout the course. It also entails actively accessing and interacting with resources available on Moodle.



Mid-term Exam

The mid-term exam will consist of in-class, open-ended short answers, and multiple-choice questions. It will encompass all the topics discussed during the course up to the exam date.

Final Exam

The final exam will follow the same format as the mid-term exam and will assess the remaining topics covered throughout the course.

Project Development

An important component of the final assessment involves creating a customized project, which the instructor will outline during the initial course sessions. This project will be a collaborative effort, with each team assigned a well-known Spanish brand to analyze comprehensively. Areas of exploration will include the brand's historical context, target audience, brand positioning, and marketing approaches. Following this, teams will delve into specific areas of interest from the following options: brand communication, experiences and touchpoints, equity assessment and extension possibilities, sustainability, partnerships, and collaborations. Subsequently, each group will provide a brief presentation on their project's findings to the rest of the class.

Individual Assignment

Students will submit a written critical analysis of their own personal brand. An oral presentation is not required. The instructor will provide a comprehensive rubric for the assignment during the course, and students will have the opportunity to receive feedback from the instructor before submitting their work.

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Proficiently use the terminology, concepts, and methodologies relevant to the field of brand management.
- Provide a critical summary of specific brand-related topics in relation to Industry 4.0 (I40) and Sustainable Development Goals (SDGs), with a particular emphasis on European brands and, more specifically, the city of Barcelona.
- Adopt a consumer-centric approach to develop and assess strategies that enhance brand equity for both new and established brands.
- Identify critical considerations involved in defining, planning, and implementing brand strategies for diverse marketing offerings, such as corporate entities, products, services, and industrial goods.

ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Abroad Barcelona classes, including course-related excursions. If a student misses more than three classes in any course without justification, three percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests, and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Session	Content	Assignments
Session 1	Course overview - Syllabus - Rubric BRAND IDENTITY. Opening perspectives - Brand vs product/service - Why do brands matter? - Can anything be branded?	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 1. (38 pages)
Session 2	BRAND IDENTITY. Models and trends - Brand elements and image: logo, font, name - Brand models: mission/vision/value - The Golden Circle	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts (43 pages).
Session 3	BRAND IDENTITY. Personality - How brands play with their own logos. - Examples and commercials. Brand package. - Brand naming MARKETING TYPES: rivalry marketing	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts (45 pages).
Session 4	BRAND IDENTITY. Storytelling 12 Jung Archetypes	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts (39 pages).
Session 5	SPANISH BRANDS. - The 2023 Kantar Report. Top 10 Spanish Brands. Mercadona, CaixaForum - The concept of private labels Presentation of the Spanish Brands for the Team Brand activity.	In-class slides and links to web pages.
Session 6	BRAND IDENTITY. Storytelling - Tone of voice (The 4 dimensions of Nielsen Norman). - Brand campaigns.	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts

		(29 pages).
Session 7	BRAND IDENTITY. Structure - SWOT. Trends and challenges. BRAND IDENTITY. Market - Target audience. The Customer Journey.	King, Ceridwyn & Grace, Debra. "Employee based brand equity: a third perspective," in <u>Services Marketing Quarterly</u>, 30(2) (2009), 122- 147 (25 pages)
Session 8	BRAND STORYTELLING. Storytelling in-class activity based on Case studies and readings.	- Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 3-4. Excerpts (39 pages). - Case Study. Brand Storytelling.
Session 9	BRAND IDENTITY. Equity - Customer-based Brand Equity (CBBE) - Brand associations and loyalty. Brand awareness, recognition, recall. Pyramid Model by Aaker.	Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 5-6. Excerpts (39 pages).
Session 10	BRAND EQUITY. Hierarchy and Collaboration - Architecture (branded house and house of brands, co-branding, sub-branding), Co-branding and Sub-branding - Revitalization and User Generated Content (UGC). BRAND BRIEFING. How to write a solid briefing for your brand	- Begley, Steven & McQuat, Angus. "Turning private labels into powerhouse brands," McKinsey & Co (2020). (9 pages) - Case Study. Brand Equity.
Session 11	BRAND BRIEFING. Customer persona and Empathy Map.	In-class slides and templates provided by the instructor.
Session 12	MID-TERM REVIEW - Rubric and Good Practices - Contents and Mock Exam. MARKETING TYPES: guerrilla marketing.	
Session 13	MID-TERM EXAM	The topics that are part of the mid-term exam include contents and activities from session 1-12.
Session 14	BRAND MANAGEMENT. The second part of the course Concepts, topics and examples.	Montoya, Peter & Vandehey, Tim. <u>The Personal Branding Phenomenon</u>:

	BRAND GROWTH. Personal Branding. Diagnostics The Brand is You. Understanding who you are. Applying branding techniques to the individual.	<u>Realize Greater Influence, Explosive Income Growth and Rapid Career Advancement by Applying the Branding Techniques of Michael, Martha & Oprah.</u> CreateSpace Independent Publishing Platform (2002), pp. 1-52 (52 pages)
Session 15	BRAND GROWTH. Personal Branding. Action. The Brand is You. Understanding what you can do.	Scheidt, Stefan; Henseler, Jörg. "Personal branding: A review on a contemporary phenomenon". <u>Conference: 7th DERMARKENTAG</u>, (2018).
Session 16	BRAND differentiation. Can a "staple" stand out? The Chiquita Banana case.	https://www.chiquita.com/the-chiquita-story/ In-class slides and templates provided by the instructor.
Session 17	BRAND GROWTH. Lego Serious Play. Guest speaker (1) - How to communicate your brand value - Applying the course concepts to a new brand	- Hands-on in-class activity - The scheduling of the activity may vary depending on the guest speaker's availability
Session 18	BRAND STRATEGIES. Extension Extension, stretching and dilution	Case study. The Virgin Case.
Session 19	BRAND GROWTH. Technology and Brands. Guest Speaker (2) - How Industry 4.0 can enrich brands and customer experiences. - Artificial Intelligence (AI) and Augmented Reality (AR)	- Porter, Michael E. & Heppelmann, James E. "How Smart, Connected Products Are Transforming Companies," in <u>Harvard Business Review</u>, 93(10) (2015), pp. 96-114 (19 pages) - The scheduling of the activity may vary depending on the guest speaker's availability
Session 20	BRAND STRATEGIES. A quasi-staple The Heinz case study MARKETING TYPES: real-time marketing.	- In-class activity - Contents and videos provided by the instructor
Session 21	BRAND STRATEGIES. Sports and celebs - Brand and celebs. - A specific focus on Spanish sport celebs. BRAND STRATEGIES. - A guideline for the final presentation on your Team Brand	In-class slides and templates provided by the instructor.

Session 22	BRAND STRATEGIES. Place Branding - Barcelona: identity and image experience and emotional connection - The <i>made-in-italy</i> brand BRAND SUSTAINABILITY and MARKETING TYPES. “Shockvertising” Marketing (Benetton) - Controversy Marketing (PETA)	- Hankinson, Graham. “Relational Network Brands: Towards a Conceptual Model of Place Brands,” in <u>Journal of Vacation Marketing</u>, 10(2) (2004), 109-121 (13 pages) - Hannah, Sonya A. & Rowley, Jennifer. “Towards a strategic place brand management model,” in <u>Journal of Marketing Management</u>, 27(5-6) (2011), pp. 458-476 (19 pages)
Session 23	Team Brand Presentations. Presentation of the Group Projects	
Session 24	Team Brand Presentations. - Presentation of the Group Projects Final Exam Review - Topics covered from midterm exam and onward. - Mock Exam. Case Studies and examples.	
	FINAL EXAM	

COURSE-RELATED TRIPS:

- As an alternative to the scheduled activity (workshop – interview – panel), a visit to the headquarters or point of sale of a prominent organization to explore and study its brand strategies may be organized.

REQUIRED READINGS:

- Aaker, Jennifer L. "Dimensions of brand personality," in Journal of Marketing Research, 34(3) (1997), pp. 347-356.
- Ahuja, Kabier et al, A better way to build a brand: The community flywheel, McKinsey (2022) (9 pages)
- Begley, Steven & McQuat, Angus. "Turning private labels into powerhouse brands," McKinsey & Co (2020).
- Chandukala, Sandeep et al. "How Augmented Reality Can — and Can't — Help Your Brand," in Harvard Business Review, (2022).
- Fournier, Susan & Lee, Lara. "Getting Brand Communities Right," in Harvard Business Review, 87 (2009), 105-111.
- Godin, Seth. Tribes: We need you to lead us. Portfolio, 2008. Excerpts.
- Hankinson, Graham. "Relational Network Brands: Towards a Conceptual Model of Place Brands," in Journal of Vacation Marketing, 10(2) (2004), 109-121.
- Hannah, Sonya A. & Rowley, Jennifer. "Towards a strategic place brand management model," in Journal of Marketing Management, 27(5-6) (2011), pp. 458-476.
- Keller, Kevin Lane. Strategic Brand Management. London: Pearson College Div, 2013, 4th ed. Excerpts.
- Keller, Kevin Lane. "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," in Journal of Marketing, 57 (1993), 1- 22.
- King, Ceridwyn & Grace, Debra. "Employee based brand equity: a third perspective," in Services Marketing Quarterly, 30(2) (2009), 122- 147.
- Montoya, Peter & Vandehey, Tim. The Personal Branding Phenomenon: Realize Greater Influence, Explosive Income Growth and Rapid Career Advancement by Applying the Branding Techniques of Michael, Martha & Oprah. CreateSpace Independent Publishing Platform, 2002. Excerpts.
- Osterwalder, Alexander et al. Value Proposition Design. How to create products and services customers want. Hoboken: Wiley, 2014. Excerpts.
- Porter, Michael E. & Heppelmann, James E. "How Smart, Connected Products Are Transforming Companies," in Harvard Business Review, 93(10) (2015), pp. 96-114.
- Fallah Shayan, N.; Mohabbati-Kalejahi, N.; Alavi, S.; Zahed, M.A. Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR). Sustainability **2022**, *14*, 1222.
- Shayan, Niloufar Fallah. "Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR)," in Sustainability, 14 (January 2022), 1222.
- Scheidt, Stefan; Henseler, Jörg. Personal branding: A review on a contemporary phenomenon September 2018 Conference: 7th DERMARKENTAG, (2018).

CASE STUDIES:

- Specific and relevant case studies will be purchased and shared with students throughout the course.

RECOMMENDED READINGS:

- Kotler, Philip & Keller, Kevin Lane. Marketing Management. London: Pearson College, 2012, 14th edition. Excerpts.
- Mark, Margaret & Pearson, Carol S. The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes. New York: McGraw-Hill, 2001. Excerpts.

INSTRUCTOR BIOGRAPHY:

Luca Magagni holds a Ph.D. in Electrical Engineering from the University of Bologna, Italy and a master's degree in Corporate Communication and Strategy from the Barcelona School of Management at the University of Pompeu Fabra. He has worked as a Strategy and Business Consultant as well as Designer and Project Manager for over 20 years in research centers, startup companies, and multinational corporations. His primary professional interests range from brand management to innovation techniques to models for business development and change management. He currently combines teaching with his work as a consultant and entrepreneur, providing support to companies, business schools, and individuals who wish to reflect on their businesses and enhance the quality of their products and services.