



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.

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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 <ul style="list-style-type: none"> Syllabus Rubric BRAND IDENTITY. Opening perspectives <ul style="list-style-type: none"> Brand vs product/service Why do brands matter? Can anything be branded? 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Brand elements and image: logo, font, name Brand models: mission/vision/value The Golden Circle 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> How brands play with their own logos to create engagement). Examples and commercials. Brand package. 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 12 Jung Archetypes The 2023 Kantar Report. Top 10 Spanish Brands. CaixaBank and CaixaForum 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts (39 pages).
Session 5	BRAND IDENTITY. Storytelling <ul style="list-style-type: none"> Tone of voice (The 4 dimensions of Nielsen Norman). Brand campaigns. 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 2-4. Excerpts (29 pages).
Session 6	BRAND IDENTITY. Structure <ul style="list-style-type: none"> SWOT. Trends and challenges. BRAND IDENTITY. Market <ul style="list-style-type: none"> Target audience. The Customer Journey. 	<ul style="list-style-type: none"> 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 7	BRAND STORYTELLING. <ul style="list-style-type: none"> Storytelling in-class activity based on Case studies and readings. 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 3-4. Excerpts (39 pages).
Session 8	BRAND IDENTITY. Equity <ul style="list-style-type: none"> Employee-based Brand Equity (EBBE) Customer-based Brand Equity (CBBE) Four dimensions 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 5-6. Excerpts (39 pages).
Session 9	BRAND EQUITY. <ul style="list-style-type: none"> Architecture, revitalization and User Generated Content (UGC). BRAND IDENTITY. Private Labels <ul style="list-style-type: none"> Perceived Quality Model for products and services Benefits and Challenges 	<ul style="list-style-type: none"> Begley, Steven & McQuat, Angus. "Turning private labels into powerhouse brands," McKinsey & Co (2020). (9 pages)
Session 10	MID-TERM REVIEW <ul style="list-style-type: none"> Rubric and Good Practices Contents Mock Exam. 	
Session 11	MID-TERM EXAM	The topics that are part of the mid-term exam will not be part of the final exam.
Session 12	BRAND IDENTITY. <ul style="list-style-type: none"> Brand awareness, recognition, recall. Pyramid Model by Aaker. The Graveyard Model. BRAND GROWTH. Personal Branding. Diagnostics <ul style="list-style-type: none"> The Brand is You. Understanding who you are. Applying branding techniques to the individual. 	<ul style="list-style-type: none"> Montoya, Peter & Vandehey, Tim. <u>The Personal Branding Phenomenon: 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 13	BRAND MANAGEMENT. The second part of the course <ul style="list-style-type: none"> Concepts, topics and examples. BRAND GROWTH. Personal Branding. Action. <ul style="list-style-type: none"> The Brand is You. Understanding what you can do. 	<ul style="list-style-type: none"> Scheidt, Stefan; Henseler, Jörg. "Personal branding: A review on a contemporary phenomenon". <u>Conference: 7th DERMARKENTAG</u>, (2018).
Session 14	Starting date for the PersBr. Individual Assignment. Resuming the TeamBr. project and moving forward.	<ul style="list-style-type: none"> Fournier, Susan & Lee, Lara. "Getting Brand Communities Right," in <u>Harvard Business</u>

	GUEST SPEAKER (1). <ul style="list-style-type: none"> Depending on availability Topic to be announced. 	<u>Review</u> , 87 (2009), 105-111 (7 pages) <ul style="list-style-type: none"> Ahuja, Kabier at al, A better way to build a brand: The community flywheel, <u>McKinsey</u> (2022), 1-9 (9 pages)
Session 15	BRAND Story-doing. <ul style="list-style-type: none"> Techniques, examples, and an in-class activity 	<ul style="list-style-type: none"> Osterwalder, Alexander et al. <u>Value Proposition Design. How to create products and services customers want</u>. Hoboken: Wiley (2014), 10-40 (31 pages)
Section 16	BRAND STRATEGIES. Sports and celebs <ul style="list-style-type: none"> Brand and celebs. A specific focus on Spanish sport celebs. 	The content of this section may vary depending on the term the course is offered
Session 17	BRAND STRATEGIES. Hierarchy and Collaboration <ul style="list-style-type: none"> Co-branding Sub-branding 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 12. 431-477 (47 pages).
Session 18	BRAND STRATEGIES. Extension <ul style="list-style-type: none"> Extension, stretching and dilution 	<ul style="list-style-type: none"> Case studies
Session 19	BRAND differentiation. Can a "staple" stand out? <ul style="list-style-type: none"> The Chiquita Banana case. GUEST SPEAKER (2). <ul style="list-style-type: none"> Depending on availability Topic to be announced. 	<ul style="list-style-type: none"> Keller, Kevin Lane. <u>Strategic Brand Management</u>. London: Pearson College Div, 2013, 4th ed. Chapter 8 (34 pages). Homburg, Christian & Giering, Annette. "Personal Characteristics as Moderators of the Relationship between Customer Satisfaction and Loyalty—An Empirical Analysis," in <u>Psychology & Marketing</u>, 18(1) (2001), pp. 43-66 (24 pages)
Session 20	BRAND STRATEGIES. Place Branding <ul style="list-style-type: none"> Barcelona: identity and image experience and emotional connection Italy: The <i>made-in-italy</i> brand 	<ul style="list-style-type: none"> 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 21	BRAND GROWTH. Technology and Brands. <ul style="list-style-type: none"> How Industry 4.0 can enrich brands and customer experiences. Digital transformation Artificial Intelligence (AI) and Augmented Reality (AR) 	<ul style="list-style-type: none"> 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)
Session 22	BRAND GROWTH. Innovation and sustainability <ul style="list-style-type: none"> Putting the environment in the center Sustainability development goals (SDGs) & Branding 	<ul style="list-style-type: none"> Fallah Shayan, N.; Mohabbati-Kalejahi, N.; Alavi, S.; Zahed, M.A. <u>Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR)</u>. Sustainability 2022, 14, 1222 (27 pages)
Session 23	Team Brand Presentations. Presentation of the Group Projects	
Session 24	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.