BARCELONA SCHOOL OF MANAGEMENT

Brand Management and Planning

Professor: Pere Bacardit / Habib Arida
Office hours: by appointment
Course Type: Compulsory
Credits: 4 ECST
Term: 2nd Term

Course Description

Companies are becoming increasingly aware of the importance and fragility of brands. Brands can play a relevant role in the development of companies, especially in those cases where a company needs to export and rely on internationalization processes in order to grow. By appropriately building and managing their brands, companies focus their resources on promoting the aspects of those brands that differentiate them from the competition and make them unique and valuable. This is essential to open new markets, to protect profitability, margins, and to improve marketing efficiency.

Brand management requires a multidisciplinary approach that focuses on 1) identity (to make the brand recognizable and able to convey its unique value proposition), 2) innovation (to refresh the brand and create a differentiated consumer experience), 3) marketing (since brands add value and are thus part of the reason why a specific product or service is bought), 4) communication (to multiply the brand's efficacy in the market), and 5) social responsibility (since beyond the market lies society and society evaluates the brand's actions and behavior).

This course will provide students with a body of knowledge and methodologies to tackle each of the five facets of brand management discussed above, and will introduce students to the new challenges that brand management poses nowadays.

Objectives

- Understanding the importance of brands and the way in which they create value.
- Knowing, in detail, the process of defining a brand's strategy.

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- Understanding how to manage a brand so that its positioning remains consistent throughout all its touch points.
- Realizing the importance of innovation, communication and corporate responsibility as drivers of brand strategy implementation.
- Knowing how to manage corporate brands and what criteria should be used to build and manage brand portfolios.

Methodology

1. The methodology to be used throughout the course emphasizes student participation and aims to facilitate students' transition from classrooms to the professional world. It includes:

   o   In-class discussion of case studies and other exercises.

   o   Reactions on assigned readings and discussion about the different points of view presented in these readings.

   o   Presentation of key concepts and conceptual frameworks by the professor.

This methodology mix requires students to prepare each session in advance, with the goal of taking as much advantage as possible of each session, profiting from the business experience of the rest of the classmates, and generally taking advantage of the benefits of face-to-face education.

General Competencies

CE4. Apply techniques in the efficient design of the brand strategy (plan), knowing all the components and the use of ideation from the identified consumer insights.

CE8. Apply market implementation techniques for the design and implementation of an action plan at the point of sale.

CE9. Apply the models and methodologies for monitoring and updating both strategies and marketing tactics, as well as the portfolio of products and customers, in order to reach the management objectives set.

Learning Outcomes

CE4.

R1. Differentiate between the different possibilities of action on the trademark

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R2. Apply ideation techniques to transform consumer insights into brand concepts

R3 Make a complete brand plan

R1 Differentiate between the different tactical possibilities of implementing the marketing plan

R2 Develop a promotional plan

R3 Make an action plan at the point of sale

CE9.

R1 Differentiate between the models and monitoring methodologies available

R2 Choose between the models and monitoring methodologies available

R3 Apply the analyzes performed to support or maintenance decisions or divestment of brands and / or products.

Evaluation criteria

Assessment Item		Weight	
Active participation			20%
Group assignment	Group assignment 1. Report group work. Branding Strategies (PB) - 24/2/2025	20%	40%
	Group assignment 2. TBD (HA)	20%	
Written Exam - 19/3/2025 (2 hours)			40%

Important:

In courses that feature a final exam, a minimum grade of **4 out of 10** in the final exam is necessary for the other evaluation criteria to be taken into account when computing the student's overall grade for the course. Therefore, students who obtain less than a 4 out of 10 in the final exam will fail the course automatically. Those students will have to take a remedial exam (more details below).

Courses in the Program will generally include group assignments (case studies, projects etc.). At the end of each term, and in order to disincentivize free-riding behaviors, students will have the opportunity to evaluate the involvement of the rest of their team members in all group assignments that took place within the term. Students who obtain sufficiently poor evaluations from their team members

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will be penalized. The penalty will involve a reduction in the overall group assignment grades of **all** courses that include group assignments (max penalty: 20% reduction of those grades). More details on the topic are available on eCampus.

All the activities that are submitted past the deadline or that do not follow the submission instructions in terms of content, format, etc. will be considered as 'not submitted'. Students will be informed about the submission and presentation dates the first day of class.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program.

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken. The "incomplete" will not be reflected on the student's Academic Transcript.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the "Honor Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

Calendar and Contents

1st PART (January/February 2025) Prof. Bacardit

Unit 1: Fundamentals of Branding

- What is a Brand?

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- Types of Branding
- Why is branding so important?

Unit 2: Crafting Brand Identity

- Creating an identity (Brand identity)
- Naming
- Brand Color Psychology: The Power of Color in Branding
- Logo, symbol, icon
- Brand identity traps

Unit 3: Building a Brand

- Creating a brand
- Key criteria to consider when creating a brand
- Brand identity structure: Aaker & Joachimsthaler(2000)
- Brand personality
- Aaker's Brand Personality Dimensions
- Creating a Brand - Draft your brand essence
- Brand DNA
- Kapferer's Brand Identity Prism
- Brand architecture

Unit 4: Positioning and Communication

- Brand positioning
- Value proposition
- Value Proposition Canvas (VPC) – Alexander Osterwalder
- Tone of Voice

Unit 5: Advanced Branding Strategies

- Primal Branding - Brand as Belief System (Patrick Hanlon)
- Four branding alternatives (Tauber, 1981)
- Van Praet's 7 steps to behavior change

2nd PART (February/March 2025) Prof Arida.

Unit 6: Brand Management– an Overview
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- Brand Promise
- Brand advantages
- Communicating the promise
- Brand Equity
- Facing brand challenges

Unit 7: Customer-Based Brand Equity and Brand Positioning

- Definition of customer-based brand equity
- The sources and outcomes of customer-based brand equity
- Components of brand positioning
- The guidelines for developing a good brand positioning
- The brand as a main differentiator
- The Kottler illustration
- The Armstrong illustration

Unit 8: The Brand from Scratch to resonance and the Brand Value Chain

- Product VS Brand
- An overview over the new product development process
- Under featured and over featured products compared to the brand promise
- Definition of brand resonance
- Steps in building brand resonance
- Brand value chain
- Stages in the brand value chain
- Brand equity vs. customer equity

Unit 9: Branding in the international market

- The EPRG model
- Advantages and disadvantages in global Branding
- Strategies for creating and managing global brands
- Customizing global brands to local markets

Unit 10: Growing the brand through Features branding

- Review of brand stretching and brand Extension

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- Branding via product Depth,
- Branding via product width
- Branding via product breadth

Unit 11: Designing Marketing Programs to Build Brand Equity

- New perspectives and developments in marketing
- How marketers enhance product experience
- The rationales for value pricing
- Direct vs. indirect channel options
- The reasons for the growth in private labels

Unit 12: Brand performance

- Measuring brand performance
- Evaluating Brand performance

Unit 13: Personal Branding

- What is personal Branding?
- Real life examples of Personal brands
- The future of branding is personal

Reading Materials/ Bibliography/Resources

- Media, B. L. (2012). *CIM 1 Marketing Essentials 2012 : Study Text*. BPP Learning Media.
- J. NICHOLAS De BONIS, ERIC BALINSKI & PHIL ALLEN (2002) Value-Based Marketing for Bottom-Line Success. McGraw-Hill
- Aaker, D.A. (1991), Managing Brand Equity: Capitalizing on the Value of a Brand Name, Free Press, New York, NY.
- Almquist, E. and Roberts, K.J. (2009), "Rethinking brand strategy: a 'mindshare' manifesto", available at: www.lippincottmercer.com/pdfs/a_almquist01.pdf (accessed February 3, 2010).

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- Berry, L.L. (1983), "Relationship marketing", in Berry, L., Shoestack, G.L. and Upah, G. (Eds), Emerging Perspectives in Services Marketing, American Marketing Association, Chicago, IL, pp. 25-8.

- Cagan, J., Creating Breakthrough Products: Revealing the Secrets that Drive Global Innovation; FT Press, 2012.

- Cooper. R., Portfolio Management for New Products, Basic Books, 2002.

- Cooper. R., Winning at New Products: Creating Value through Innovation, Basic Books, 2011.

- Jung, C. (1964), Man and His Symbols, Doubleday and Co., New York, NY.

- Kotler, P., Management Marketing, Addison Wesley, 2012

- Nielsen Corporation (2009), "Global faces and networked places", available at: http://blog.nielsen. com/nielsenwire/wp-content/uploads/2009/03/nielsen_globalfaces_mar09.pdf.

- *Porter, Michael E. (1985). Competitive Advantage. Free Press.* ISBN 978-0-684-84146-5.

- Price, L. (2010), "Psychological aspects of consumer behavior", paper presented at the PhD Seminar at the University of Arizona, Tucson, AZ, April 20.

- *"Neuromarketing – friend or foe? - TEDxAmsterdam"*

- https://digitalmarketinginstitute.com/en-eu/blog/20-09-17-6-ways-brands-can-boost-their-storytelling.

- *"Tapping into how consumers react with Neuromarketing | Artifact's Blog". Artifact's Blog. 20 July 2017. Retrieved 27 April 2018.*

- Wilson Bastos, Sidney J. Levy, (2012),"A history of the concept of branding: practice and theory", Journal of Historical Research in Marketing, Vol. 4 Iss: 3 pp. 347 - 368

- Douglas Van Praet (2014), "Unconscious Branding, how neuroscience can empower (and inspire) marketing".

Bio of Professor

Pere Bacardit Pujol

Pere Bacardit Pujol holds a Master's degree in Social Media Branding & Strategy from La Salle, complemented by a Management Development Program from EAE Business School. He earned his Bachelor's degree in Research and Market Techniques from the Autonomous University of Barcelona. Currently serving as

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the Head of Communication at DeAPlaneta Entertainment (Grupo Planeta), Pere brings a wealth of experience to his role. His professional journey includes serving as Market Research Manager at the Barcelona Medical College of Physicians and as Trade Marketing Manager at Procter & Gamble.

In addition to his impactful roles in corporate communication and marketing, Pere has seamlessly integrated academia into his career. For over 5 years, he has been actively engaged in lecturing at various universities and business schools. His teaching expertise is centered around the specialized domains of branding and market research, providing students with a comprehensive perspective informed by real-world experiences in the industry.

Habib Arida

Habib is a passionate Instructor with more than seventeen years of teaching experience at various Universities in Lebanon and Spain and twenty years of experience in several departments at his family Hotel & Ski resort "Toni Arida" in Lebanon. He Graduated with distinction from the Lebanese American University with a bachelor degree in Business Management and a double major in Hospitality and Tourism Management, followed by a Master degree in Business Administration (MBA). Growing up running the family business Habib gained all the necessary expertise and soft skills over a long period of time during which he directed various departments at the hotel while continuously enhancing the hotel brand positioning and ranking.

In 2021, Habib received an award for being one of the "Best three professors" at EAE business school; his passion is to keep inspiring as many students as possible in order to facilitate their academic achievements and ensure their success in their future careers.

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