



## COURSE TITLE: Brand Management

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Subject Area:	Marketing
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Course Code:	E311
Term:	tbc
Credit Value:	1

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### FACULTY BIO

Simona Botti is London Business School Term Associate Professor of Marketing. She joined London Business School in 2007 after two years as Assistant Professor of Marketing at the S.C. Johnson Graduate School of Management, Cornell University.

Simona received an undergraduate degree in Business Administration from Bocconi University in Milan, Italy, and a MBA and PhD in Marketing from the University of Chicago. Before starting her PhD, she was a junior faculty member in the Marketing Department of SDA Bocconi, the Graduate School of Business at Bocconi University.

Simona teaches Marketing and Brand Management, and she was runner-up for Best Teaching Award EMBA in 2010. Simona's research is on consumer behavior and decision making. She is an Associate Editor at *International Journal of Research in Marketing* and in the editorial boards of *Journal of Consumer Research*, *Journal of Marketing*, and *Frontiers in Emotion Science*.

In addition to her research and teaching activities, she has co-organized several leading conferences, including Society for Consumer Psychology First International Conference, Florence, Italy, June-July 2012; Association for Consumer Research Conference, Chicago, Illinois, October 2013; and Behavioral Decision Research in Management, London, U.K., July 2014.

### COURSE SUMMARY

Brands articulate a company's strategy, drive its execution, and are often the most valuable asset on (or off) the balance sheet. This course highlights the strategic implications of branding for organizations and delivers a set of tools for effective brand management.

Too often, organizations make decisions in marketing and other business areas independently from each other, without a clear consideration of their consequences for brand equity. Brand Management takes a different perspective and promotes a more holistic understanding of business based on the assumption that branding serves a fundamental strategic function.

This course offers you the chance to combine theory and practice to understand the most important concepts in building strong brands, maximizing the value of existing brands, and manage a brand portfolio. From a theoretical perspective, the course aims to introduce you to the issues faced by brand stewards and to provide a set of tools to manage these issues, paying special attention to emerging topics in branding. From a practitioner perspective, the course objective is to show how the principles

learned in class apply to real-world problems by making extensive use of examples, cases, and guest speakers.

Each session will focus on a specific brand issue by combining case discussions, interactive lectures, in-class exercises, and guest speakers' presentations. The case discussions are designed to introduce and illustrate the complexities associated with branding. The lectures provide a series of frameworks and management tools, blending theory with practical examples and putting a special emphasis on input from your own experience, both as consumers and managers. The guest speakers bring their own expertise either as brand consultants or brand managers and illustrate how specific problems can be addressed. By the end of the course, you will understand the important issues in planning and evaluating brand strategies and the appropriate concepts and techniques to improve their long-term profitability.

This course is intended not only for students interested in branding and marketing, but also for those students interested in consulting, entrepreneurship, and general management.

## LEARNING OUTCOMES

This course proposes a structured, coherent approach to the analysis and solution of brand management issues. On successful completion of this course, you will be able to understand the important elements and processes in planning and evaluating brand strategies, and the appropriate concepts and techniques to improve their long-term profitability.

## ASSESSMENT

### Assessment Table:

Assessment type	Deadline	Weighting	Group/ Individual	Formative/ Summative	Requirement to pass? Y/N	Submission Information
Class contribution *	Sessions 1 to 10	25%	Individual	Formative	Y	In Class
Case write-up	Session 3, 5, or 9	30%	Individual	Formative	Y	Turnitin
Brand audit project	tbc	45%	Group	Formative	Y	Turnitin

### Minimum requirements to pass this course:

- 1) minimum 50% in the weighted final numerical score AND
- 2a) minimum 50% in the aggregate of the individual components OR
- 2b) minimum 50% in the largest weighted individual component

## Assessment Overview

### Class contribution (25%)

Class contribution is an assignment like any other. In addition to preparing the readings and the case analyses, 20% of your class contribution is determined by a Mystery Shopping exercise. In grading class contribution, I consider your conduct in class and the quality of your comments. A good contribution mark depends not only on speaking up in class but also on your input towards moving the discussion forward and improving the learning experience of your colleagues. While insightful comments are rewarded, I may subtract points for behavior that disrupts the normal functioning of the class. You must let me know beforehand if you cannot attend a session (or even part of it).

### Individual case write-up (30%)

You can choose to analyse individually one of the following three cases: Burberry, Security Capital Pacific Trust, and Pringles/Unilever. Make sure to provide a coherent and balanced argument. Be specific in your recommendations and action plans. Above all, please do not spend time paraphrasing the details of the case: your conclusions should flow from the analysis, the material we cover in class, and your knowledge of marketing from the core course.

### **Group brand audit project (45%)**

This project provides a hand-on opportunity to analyze a brand. You will form a team of no more than 4 individuals, choose a brand, and conduct a brand audit. The analysis will consist of an examination of the brand based on information from public secondary sources (including stock markets and company web sites) and primary qualitative or quantitative consumer research that you will conduct. Access to the company is desirable, but not necessary. You will have to send me an email indicating the group members and the chosen brand by the end of the Session 4.

### **Plagiarism Declaration**

All students completing this course should be aware that in submitting any assignment for this course, you agree to the following declaration:

*"I certify that the coursework that I have submitted is entirely my own unaided work, and that I have read and complied with the School's guidelines on plagiarism and referencing as set out in the School handbook.*

*I understand that the School may make use of plagiarism detection software and that my work may therefore be stored on a database which is accessible to other users of the same software."*

Students should be aware that, where plagiarism is suspected, a formal investigation may be carried out under the School's Student Disciplinary Procedure. This may result in penalties ranging from mark deduction to expulsion from the School.

### **READING LIST**

Please see under class structure

### **TEACHING METHODS**

Teaching/contact hours: tbc

Suggested independent study hours: tbc

The following teaching methods will be used on this course:

Lecture(s)	<input checked="" type="checkbox"/>
Guest Speaker(s)	<input checked="" type="checkbox"/>
Seminar(s)	<input type="checkbox"/>
External Visit(s)	<input type="checkbox"/>
Project(s)	<input checked="" type="checkbox"/>
Other (please specify below)	<input checked="" type="checkbox"/>
Case discussion(s)	<input type="checkbox"/>

## COURSE STRUCTURE

Class	Topic	Case study/ Guest speaker	Readings/Assignments
1	<b>What is a brand?</b> <i>Brands, Branding, and Brand Identity: A framework for brand building and brand management</i>	Parfums Cacharel	This syllabus Brand identity and positioning
2	<b>What is a brand?</b> <i>Brand Image: Brand awareness and brand associations: concepts and measures</i>	Guest speaker <i>tbc</i>	Brand concept maps Note on brand audit (p.1-7) Dimensions of brand personality The dimensions of brand equity for Nestlé Crunch Bar
3	<b>How do you build a brand?</b> <i>External Delivery: Brand positioning and touchpoints</i>	Burberry	<i>Mystery Shopping</i> A brand is forever If brands are built over years, why are they managed over quarters? Branding in the digital age
4	<b>How do you build a brand?</b> <i>Internal Delivery: The 6 A's of internal branding</i>	Guest speaker <i>tbc</i>	Nokia Siemens Network Selling the brand inside Employer brand management
5	<b>What is the value of a brand?</b> <i>Brand Benefits: The benefits of brands to the consumer and the company</i>	Security Capital Pacific Trust	Conceptualizing, Measuring, and Managing Customer-Based Brand Equity
6	<b>What is the value of a brand?</b> <i>Brand Equity Valuation: The concept of brand equity and its valuation from the perspective of the consumers and the market</i>	Guest speaker <i>tbc</i>	Note on brand audit (p. 7-14) Strategic brand valuation A step-by-step guide to smart business experiments
7	<b>How do you manage more than one brand?</b> <i>Brand Portfolio: Portfolio consolidation and rationalization</i>	Akzo Nobel	Should you launch a fighter brand?
8	<b>How do you manage more than one brand?</b> <i>Brand Architecture: House of brands vs. branded house, brand extensions, co-branding</i>	Guest speaker <i>tbc</i>	The brand relationship spectrum Leveraging the corporate brand B2B brand architecture
9	<b>Special topic I</b> <i>Global Branding: Managing global brands</i>	Procter & Gamble Italy: The Pringles Launch	The branding challenges of Asian manufacturing firms
10	<b>Special topic II and wrap-up</b> <i>Luxury Branding: Luxury and happiness</i> <i>Course Wrap-up</i>	Guest speaker <i>tbc</i>	Luxe redux