

Course Syllabus

Gestion de la marque/Branding

Faculty:

Professor Marcel Paulssen,
Université de Genève,
Faculté des Sciences économiques et sociales,
Section des Hautes Études Commerciales

Audience:

Bachelor students who ideally, but not necessarily have basic knowledge of an introductory marketing course. In a world where the consumer is confronted with a variety of alternatives to choose from, a strong brand can have a dramatic impact on his/her purchase decision. While it is often possible to imitate manufacturing processes, the beliefs, attitudes and associations established in the consumer's mind cannot simply be imitated. Thus more and more firms and organizations of all types have realized **that the brand name associated with their products or services is one of the most valuable assets they own**. Gestion de la marquee/Branding is a marketing elective that builds upon the lessons learned in the marketing core course and **provides deeper insights on two interrelated issues: consumer psychology and brand management**. The concepts of branding taught in this class are relevant for any type of organization (public or private, large or small, etc.).

Organization and Administration:

The course will take place during the spring semester each **Thursday from 8-10 in room MR 380**. The completion of the course gives 3 ECTS credits. Since I have just arrived in Geneva and my French is yet not good enough to teach a full course, the class will be taught in English. My assistant, Raphaël Roulet, will be able to address remaining questions/problems that I was not able to solve in French. **In general for questions concerning this class please contact Professor Paulssen's assistant: Raphaël Roulet, raphael.roulet@unine.ch, 022 379 8114, office 3227.**

Course Objectives:

Brands are some of the most valuable assets companies own. The overall goal of the course is to analyze the brand management decisions that must be made to build, measure, and manage a brand. Particular emphasis is placed on understanding psychological principles at the consumer or customer level that will improve managerial decision-making with respect to brands. Upon completion of this course students are expected to:

- ❖ have attained a thorough understanding of the consumer and of how consumers develop brand attitudes and behaviors,
- ❖ know the issues, techniques, and decision options in analyzing, planning and managing brands,
- ❖ be able to apply the acquired knowledge to make informed and more successful decisions in real-world branding problems.

Branding is rather an art than a science and most branding decisions and problems, which companies face in the real world, have no definitive “best solution”. Still by providing students with relevant and comprehensive theoretical knowledge (mostly routed in consumer psychology) and their accompanying ideas, concepts and mechanism, students will be able to make more informed decisions with a higher probability of success. The skills acquired in this class are fundamental in case you want to pursue a career in brand marketing and helpful in many other areas including consulting and advertising.

Grading:

1. Case Presentation (20%)
2. Brand audit project (40%)
3. Final exam (40%)

Students will form teams of (depending on the class size) 4-5 students to work on two projects, a case presentation and the brand audit project as detailed below. Every student must participate in one team.

Case Presentation (20%):

Students should prepare a case presentation of a brand to illustrate a current topic of the lecture with a real-world case. The length of the presentation should not be more than 10 minutes. Presentation can be held in English or French. The goal is to provide a vivid and interesting presentation to illustrate a particular branding topic for your fellow students.

The Brand Audit Project (40%)

An important component of the class is the brand audit project. The goal of the brand audit is to have students conduct an in-depth examination of a major brand and apply the concepts and ideas learned throughout the lecture. Of course every team must study a different brand. A list of brands is available, but I will be open to include brands that are not on the list, if a team can make a convincing case for it (e.g. a local watch brand). All brands are assigned on a "first come, first serve" basis.

In the brand audit student's should give a detailed overview of the brand's marketing and branding program and its development over time, an assessment of the health of the brand, an analysis of the sources of brand equity and own recommendations to improve and leverage that brand equity. Thus the final brand audits must include three parts:

1. a comprehensive summary of the firm's marketing and branding program and its historical development,
2. secondary or primary market research used to develop a prototypical consumer knowledge structure for the brand,

3. a detailed analysis that proposes changes to the firm's current branding strategy.

The first element of the brand audit is a full description of the firm's current branding programs and its development. This involves an analysis of the firm's brand elements (logos, symbols, packaging, slogans, trademarks), brand hierarchy, brand portfolio, strategic branding alliances, the brand's current positioning in the marketplace, and of how the firm is addressing branding through each of the marketing mix elements.

In the second part of the brand audit, each team needs to conduct a small, exploratory or descriptive market research study to identify consumers' knowledge structures (attributes associated with the brand, uniqueness of associations, favorability etc.). The necessary procedures for this market research will be discussed in class. Alternatively students can try to gather this information from published research.

In the third part of the brand audit students should provide recommendations concerning how the brand should be positioned and developed. These recommendations about the brand strategy should be based on an analysis of the strengths and weaknesses of the current brand position and the current marketing program. Excellent recommendations are usually a combination from creative ideas with thorough analysis and justification using concepts and techniques learned throughout this course.

Findings and recommendations should be summarized in a written report. The final written report should not exceed 10-typewritten pages in length (single-spaced, 12-point font, not including figures, references, or other supporting documentation). Furthermore you should provide a cogent oral presentation of your work of about 15 minutes length. In the last lecture each team will present its brand audit.

Exam (40%):

The final exam will be a semi-open book exam. That means students are allowed to bring in a cheat-sheet, a DINA4-sheet with notes written on both sides, to the exam. However the exam will not simply ask you to repeat what has been taught in the lectures. Rather it is designed to measure your comprehension of the course content.

Honor Code:

In general, group discussions are encouraged for class preparation and assignments, but, ultimately, any work to which you put your name must reflect your contribution and understanding of the material.

Attendance Policy:

Much of the learning in this course will occur in class as we understand and discuss branding techniques and the underlying theories from consumer behavior. Therefore, attendance at all class sessions is recommended, and it will be hard for you to “make up” for class participation with simply going through the recommended books and papers.

Texts and Materials:

Two textbooks form the basis of this course:

Title: Strategic Brand Management, Building Measuring & Managing Brand Equity

Author: Kevin Lane Keller

Edition: Third edition, 2008

Publisher: Pearson Prentice Hall

or alternatively in French:

Title: Branding Management, La marque, de l'idée à l'action

Author: Georges Lewi

Edition: First edition, 2005

Publisher: Pearson Education France

Title: Best Practice Cases in Branding, Lessons from the World's Strongest Brands

Author: Kevin Lane Keller

Edition: First edition, 2008

Publisher: Pearson Prentice Hall

Course Calendar:

The course calendar below is preliminary and will be adapted depending on the students' progress in the respective topics.

Date	Session	Topic
February 19	1	Overview about content and organization of the course, history of marketing and branding, why do brands matter, examples of strong brands, elements of strong brands, what can be branded
February 26	2	Relevance of brands: relevance for companies, brands as assets, influence of brands on consumer decision making, trends in brand management,
March 5	3	Customer-based brand equity: meaning, sources, steps in building brands, brand building blocks: resonance, judgments, feelings, performance, imagery, salience
March 12	4	Brand positioning: segmenting and targeting, segmentation in a strategic context, segmentation bases, criteria for evaluating a segmentation schemes, examples
March 19	5	Brand positioning: understand and analyze brand positioning, creating mental maps and perceptual spaces, updating positioning over time
March 26	6	Designing marketing programs to build brand equity: the concept of perceived value and the value chain, managing the customer through the ownership cycle, pricing and price perceptions, value pricing, channel strategies, direct versus indirect channels
April 2	7	Designing marketing communication to build brand equity: overview of marketing communication, developing integrated marketing communication, criteria for integrated marketing communication, evaluation and choice of communication options

April 9	8	Leveraging secondary brand associations: effects on existing brand knowledge, country of origin effect, effect of distribution channels, co-branding and ingredient branding, licensing, endorsement
April 23	9	Measuring and managing equity: relevance of measurement in management, link to modern accounting concepts, developing a brand equity measurement system, components and scope of a brand equity measurement systems, reporting and organizational embeddedness
April 30	10	Outcomes of brand equity: measuring market performance of brands, comparative approaches, holistic approaches, valuation approaches, comparison of different approaches, examples
May 7	11	Designing and implementing a branding strategy: Brand architectures, brand-product matrix, brand hierarchy, brand equity at different levels of the hierarchy,
May 14	12	Brand extensions and new product introductions: advantages of extensions, beneficial effect for the parent brand, disadvantages of extensions, consumers evaluation of brand extensions, assessing brand extension opportunities
May 21	13	Brand Audit Presentation and Course Wrap up: Students will present their brand audit projects in the last lecture. Further content that has so far not been covered, remaining questions of the students will be discussed and hints and explanations for the exam will be given.