



Ljubljana Summer School

6 – 24 July 2020

Strategic Brand Management: meaning, value and culture

Master course (ECTS: 7)

10.00 – 12.30

Course leader:

SPIER Peter

SKEMA Business School, France

Aims and objectives of the course:

Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight...) for almost three times its stock market value and 26 times its earnings. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: 'products are created in the factory. Brands are created in the mind.'

Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, set of values or attitude. Brands can become objects of affection or desire: 'Lovemarks', even. Buying a brand is an integral part of an individual's quest for identity and meaning. It could be argued that brands create value by providing consumers with content, a form of belief system and powerful stories that embody these beliefs and values.

Students will learn how companies manage 'brand equity' - clearly a major strategic issue - but also to reflect on how the use of different frameworks for understanding brands impacts the way they are managed.

This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. More than that, however, the course explores the importance of sense and meaning in the creation of value as well as the degree to which this is rooted in a specific cultural context. In doing so, it raises a number of important questions about the role of marketing and consumption in modern society.

Course syllabus:

Indicative and subject to change:

1. Introductory session: overview of brands and branding as well as associated issues
2. Brand identities and architecture: identifying and managing distinctive brand assets (name, logo, visual identity...). Brand territory, brand architecture.
3. Branding with feeling: the good use of emotional branding. Understanding the tension between reason and affect in decision-making and brand relationships.



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4. Building a 'human' brand: brand personality strategies. Brand endorsement and meaning transfer.
5. Brand experience: Service and experiential branding. Case study: *Starbucks - more than just a cup of coffee*
6. From Veblen to 'Whassup' - the social and cultural life of brands: setting brands in the social and cultural context. The meaning of brands. Brands as narratives of social identity. Case study: *Levi's - rescuing and iconic brand*.
7. Building brands together: brands, tribes and communities.

Course materials/List of readings:

- Mark Gobe (2010), *Emotional branding* (Allworth Press)
- Tilde Heding et al. (2008), *Brand management: research, theory and practice* (Routledge)
- Douglas Holt (2004), *How brands becomes icons* (Harvard University Press)
- Douglas Holt (2012), *Cultural strategy* (Oxford University Press)
- Jean-Noel Kapferer (2012), *New strategic brand management* (Kogan Page)
- Kevin Keller (2012), *Strategic brand management* (Pearson)
- Chris Malone & Susan Fiske (2013), *The human brand* (John Wiley & Sons)
- Lisa Penalosa et al (2011), *Marketing management: a cultural perspective* (Routledge)

Teaching methods:

The course consists of lectures and computer exercises. Lectures use interactive teaching methods with MS PowerPoint presentations and demonstrations in Stata statistical software. Methodological approaches that are taught at any given lecture are then further demonstrated at the subsequent computer session with real data from economics, finance and business and with various case studies. Computer exercises are done interactively in a computer classroom with Stata statistical software.



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Evaluation method and grading scale:

Group assignment: 40%

Final exam (case study/short essay questions): 60%

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	

Prerequisites for attending the course:

It is advisable for participants to have intermediate knowledge of marketing.

Note: If approved by the home institution, Bachelor students in their final year of study can register for this Master course.