

STRATEGIC BRAND MANAGEMENT: MEANING, VALUE AND CULTURE

Master course (ECTS: 7)

**also for Bachelor students in their final year*

Course leader:

SPIER Peter, SKEMA Business School, France

Peter Spier is a seasoned negotiator, communicator and trainer, and a permanent associate professor at SKEMA Business School. After a career negotiating in the photographic business, he teaches negotiation, communication and persuasion skills to students and professionals from a range of backgrounds as well as marketing and brand management courses at masters-level. His international experience has also allowed him to develop a strong interest in intercultural matters. Peter Spier has a doctorate from the University of Oxford and an MBA from ESCP-EAP in Paris. Former clients include Auchan-Russia, Leroy Merlin-Russia and -Roumania, Air Liquide-Lebanon, ABN Amro, Renault, Groupe Chaloub, GDF Suez, GrDF, la Poste, Aéroport Nice-Côte d'Azur. He also teaches on MBA and Executive MBA programmes at ESA, Beirut.

Aims 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 lifestyle, 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 social and cultural context. In doing so, it raises important questions about the role of marketing and consumption in modern society.

Prerequisites:

Some knowledge of marketing would be useful.

Course content:

DATE	DAILY TOPIC/SESSION
Monday, 8 July	Course introduction (1h)
Tuesday, 9 July	Lectures (3h): These things called brands. An initial exploration of the broad range of areas impacted by branding. What a brand is not (solely a logo or a product). What a brand is and why it is so important. Long-term brand building and 'selling products' – the tricky balancing act.
Wednesday, 10 July	Lectures (3h): Brand and us. What kind of relationship do we have with brands? How do they fit in to our lives? What do they 'mean' to us? What is their cultural impact? Understanding the full range of consumer responses.
Thursday, 11 July	Lectures (3h): Standing out. Mental and physical availability are key to brand success. How do brands achieve this in a world that is busy and noisy, where attention and memory are scarce resources and many markets mature and crowded? Enter 'Distinctive brand assets' ! Welcome to Purple cows!!
Friday, 12 July	Lectures (3h): Building a 'human' brand (Part 1): brand personality strategies. Strategies for giving a human face and voice to the brand. Coaching session on group project.
Monday, 15 July	Lectures (3h): Building a 'human' brand (Part 2): brand personality strategies. Strategies for giving a human face and voice to the brand.
Tuesday, 16 July	Lectures (3h): Branding with feeling: the effective use of emotion in branding. Exploring the interplay between reason and affect in consumer decision-making. System 1 & 2 thinking. Emotion and memory. Feelsvertising and creative story telling. Case studies: Cadbury & John Lewis
Wednesday, 17 July	Lectures (3h): Brand experience. The experiential dimension in branding (1)
Thursday, 18 July	Lectures (3h): Brand experience. The experiential dimension in branding (2)
Friday, 19 July	No lectures (day off)
Monday, 22 July	Lectures (3h) Stand up to stand out: purpose-driven brand strategies. Should brands get involved in social and political issues?

	Can this drive growth? What are the pitfalls? Pepsi, Gillette, Nike and more...
Tuesday, 23 July	Lectures + Preparation for final examination (3h): Building brands together: tribal marketing and brand communities
Wednesday, 24 July	Final examination: Group presentations

Course materials / List of readings:

Students will be provided with a selection of recent articles and case examples for each session/topic. Here is a short bibliography:

Mark Gobe (2010), Emotional branding (Allworth Press)
Tilde Heding et al. (2020), Brand management: research, theory and practice (Routledge)
Douglas Holt (2004), How brands become icons (Harvard University Press)
Douglas Holt (2012), Cultural strategy (Oxford University Press)
Jean-Noel Kapferer (2012), New strategic brand management (Kogan Page)
Kevin Keller & Vanitha Swaminatham (2019), Strategic brand management (Pearson)
Chris Malone & Susan Fiske (2013), The human brand (John Wiley & Sons)
Karen Nelson-Feld (2020), The attention economy and how media works: simple truths for marketers (Springer Verlag, Singapore)
Lisa Penalosa et al (2011), Marketing management: a cultural perspective (Routledge)
Jenni Romaniuk (2018) Building distinctive brand assets (Oxford)
Jenni Romaniuk (2023) Measures and metrics for a How brands grow world (Oxford)
Byron Sharp (2010) How brands grow (Oxford)
Byron Sharp (2021) How brands grow, Part Two (Oxford)

Teaching and examination methods:

The course will balance theory and practical applications, with considerable use of case studies and student project work.

Individual course contribution: 30%
Group project with presentation and report: 70%

Grading scale:

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	