

**National Research University Higher School of Economics**

**Nizhny Novgorod**

Faculty of Management

**Course Syllabus**

**‘Brand Management’**

Master program in Marketing

38.04.02 – Management

Prepared by:

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Head of Master program Sergey V. Alexandrovskiy \_\_\_\_\_

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## **1. Course objectives**

Brands are valuable assets of a company and have a great influence on customer's choice. Marketing budgets continue to grow, yet many companies still find it challenging to devote the proper time and resources to create profitable brand strategy.

«Brand management» course provides students with knowledge and skills to make better branding decisions in terms of strategy. It addresses key issues of brand management like building, managing and measuring brand equity.

The course basic goal is to provide an understanding of 1) issues in designing, implementing and evaluating brand strategies; and 2) contemporary approaches and techniques to improve the long-term profitability of brands.

The course consists of weekly sessions and a brand audit assignment. Weekly sessions combine lectures, case study, paper discussions, written assignments (incl. project-based learning) and verbal presentations.

The course is relevant to students pursuing a business or academic career in fields of marketing and management.

## **2. Student outcomes and competencies**

At the completion of the course requirements students will

### **learn:**

- key terms of brand-management;
- contemporary models and tools of building, managing and measuring brand equity, positioning, brand elements, brand strategy;
- key research areas (problems, questions, challenges) and methods relevant to brand management;

### **be able to:**

- discuss (in written and verbal forms) topics related to brand management;
- select and apply models and tools of building, managing and measuring brand equity, positioning, brand elements, brand strategy;

- select methods of research (methods of data collection and analysis with application of contemporary IT-services / software) to test research hypotheses and for other applications in brand management;

**get experienced in:**

- presentation (in written and verbal forms) of reports on topics related to brand management (i.e. brand audit report);
- selecting and applying models and tools of building, managing and measuring brand equity, positioning, brand elements, brand strategy;
- application of research methods (methods of data collection and analysis with application of contemporary IT-services / software) to test research hypotheses and for other applications in brand management;

At the completion of the course requirements students will get following competencies:

| <b>№</b> | <b>Code of competence</b> | <b>Competence</b>   | <b>Descriptors</b>   | <b>Teaching methods to develop competences</b>                       |
|----------|---------------------------|---|--|--|
| ПК-8     | СЛК–М8                    | Способен порождать принципиально новые идеи и продукты, обладает креативностью, инициативностью   | Apply contemporary creativity techniques (tools) in building, managing and measuring brand equity, positioning, brand elements, brand strategy   | Case study<br>In-class discussion                                    |
| ПК-11    | М4.1_5.2_5.6_7.1(М)       | Способен выявлять данные, необходимые для решения поставленных исследовательских задач в сфере управления; осуществлять сбор данных, как в полевых условиях, так и из основных источников социально-экономической информации: отчетности организаций различных форм собственности, ведомств и т.д., баз данных, журналов, и др., анализ и обработку этих данных, информацию отечественной и зарубежной статистики о | Select and apply methods of research (methods of data collection and analysis with application of contemporary IT-services / software) for application in brand management;<br><br>Discuss contemporary models and tools of building, managing and measuring brand equity, positioning, brand elements, brand strategy | Lectures<br>In-class discussion<br>Debates<br>Brand audit assignment |

| №     | Code of competence   | Competence   | Descriptors   | Teaching methods to develop competences                                  |
|-------|----------------------|--|---|--|
|       |                      | социально-экономических процессах и явлениях   |   |  |
| ПК-12 | M2.3_4.1_4.3_7.1 (M) | Способен формулировать и проверять научные гипотезы, выбирать и обосновывать инструментальные средства, современные технические средства и информационные технологии для обработки информации в соответствии с поставленной научной задачей в сфере управления, анализировать результаты расчетов и обосновывать полученные выводы | <p>Select and apply methods of research (methods of data collection and analysis with application of contemporary IT-services / software) to test research hypotheses;</p> <p>Discuss key research areas (problems, questions) and methods relevant to brand management</p>   | <p>Lectures</p> <p>In-class discussion</p> <p>Brand audit assignment</p> |
| ПК-22 | M 1.2-1.3_7.3 (M)    | Способен планировать и осуществлять проекты и мероприятия, направленные на реализацию стратегий организации  | <p>Select and apply models and tools of building, managing and measuring brand equity, positioning, brand elements, brand strategy;</p> <p>Present (in written and verbal forms) reports on topics related to brand management (i.e. brand audit report);</p> <p>Select and apply methods of research (methods of data collection and analysis with application of contemporary IT-services / software) for application in brand management</p> | <p>Case study</p> <p>Brand audit assignment</p>                          |

### 3. Course outline

Student gets **6 credits** at the completion of the course.

| № | Theme | Sum | Length (hours) | Self-guided work |
|---|-------|-----|----------------|------------------|
|   |       |     |                |                  |

|   |                                     |     | Lectures | Practices |     |
|---|-------------------------------------|-----|----------|-----------|-----|
| 1 | Course Introduction / Strong brands | 20  | 2        | 2         | 16  |
| 2 | Brand Planning                      | 40  | 2        | 6         | 32  |
| 3 | Brand Integration / Brand building  | 42  | 4        | 6         | 32  |
| 4 | Brand Metrics                       | 46  | 4        | 10        | 32  |
| 5 | Brand Strategy                      | 46  | 4        | 10        | 32  |
| 6 | Brand Growth                        | 34  | 2        | 8         | 24  |
|   | Total                               | 228 | 18       | 42        | 168 |

#### 4. Types of control

| Control               | Type of control   | 1 <sup>st</sup> year |   | Description   |
|-----------------------|-------------------|----------------------|---|---|
|                       |                   | 3                    | 4 |   |
| Continuous assessment | Homework          | 8                    |   | Case study (group assignment). Written report and verbal presentation on a case (report requirements: 9-10 thousands symbols).  |
|                       | Course assignment |                      | 8 | Brand audit assignment (group assignment). Written report and verbal presentation (report requirements: 14-15 thousands symbols) OR Expert interviews ( <i>topics will be provided at the beginning of the course; i.e. marketing metrics, branding challenges etc.</i> ) with marketers from local SMBs (group assignment). Written report and verbal presentation (report requirements: 14-15 thousands symbols excl. transcripts of interview) |
| Final                 | Exam              |                      | * | Individual assignment. Written test with multiple choice and op-ed questions OR Group assignment on designing brand strategy for local company. Written report and verbal presentation (report requirements: 14-15 thousands symbols).  |

#### 5. Grading

All grades (G) vary on a scale from 0 to 10, where 10 – highest grade, 0 – lowest grade.

$$G_{\text{cumulative}} = 0,2 \times G_{\text{hw}} + 0,2 \times G_{\text{course assignment}} + 0,6 \times G_{\text{in-class performance}}$$

$$G_{\text{final}} = 0,6 \times G_{\text{cumulative}} + 0,4 \times G_{\text{exam}}$$

In-class performance includes individual and group assignments that should be completed by the end of the class sessions for which they are assigned. In-class assignments will be provided as case study, research projects and project-based

learning. Students should be prepared for in-class sessions (read cases, papers, briefs etc.) to discuss topics and questions.

All assignments assume that students should apply contemporary models, frameworks and tools of branding as well as principles of critical thinking, cooperation and team working.

## **6. Topics and readings:**

### **1. COURSE INTRODUCTION / STRONG BRANDS:**

The sessions provide a roadmap for the course in terms of key branding decisions. The goal for students is to get an understanding of brand equity concept and brand management process as a whole.

Please, read the entire course syllabus before the session.

Topics:

1. Course structure;
2. Brand equity;
3. Strong brands (*based on «Interbrand Top-100»*);
4. Strategic brand management process.

Reading:

1. Alexandrovskiy S. Brand Management - course syllabus (Master program in Marketing).
2. Beard R. The problem with brand value is really simple: no one agrees on it. [Электронный ресурс]. URL: <http://www.nielsen.com/us/en/insights/news/2014/uncommon-sense-the-problem-with-your-brand-value-and-what-you-should-do-about-it.html>.
3. Dictionary at The American Marketing Association [Электронный ресурс]. URL: <https://www.ama.org/resources/Pages/Dictionary.aspx> (дата обращения: 07.11.2014).
4. Interbrand. Interbrand Ranking 2014 [Электронный ресурс]. URL: <http://www.bestglobalbrands.com/2014/ranking/>.

5. Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 1)
6. Keller K.L., Lehmann D.R. Brands and Branding: Research Findings and Future Priorities // Marketing Science. 2006. Т. 25. № 6. С. 740–759.
7. Millward Brown. 2014 BrandZ Top 100 [Электронный ресурс]. URL: <http://www.millwardbrown.com/mb-global/brand-strategy/brand-equity/brandz/top-global-brands>.
8. Reputation Institute. Global RepTrak® Pulse Study [Электронный ресурс]. URL: <http://www.reputationinstitute.com/thought-leadership/global-reptrak>.
9. Rudy M. Once Again, Apple and Google Take the Top 2 Slots on Interbrand's List of Best Global Brands [Электронный ресурс]. URL: <http://www.adweek.com/news/advertising-branding/once-again-apple-and-google-take-top-2-slots-interbrands-list-best-global-brands-160695> (дата обращения: 16.10.2014).
10. Singal J. You'll Betray Your Favorite Brand Pretty Easily [Электронный ресурс]. URL: <http://nymag.com/scienceofus/2014/10/youll-betray-your-favorite-brand-pretty-easily.html> (дата обращения: 10.11.2014).
11. The World's Most Valuable Brands [Электронный ресурс]. URL: <http://www.forbes.com/powerful-brands/> (дата обращения: 08.11.2014).

Discussion questions and assignments:

- 1) Why do brands matter? Compare your perception of (your favorite) brand(s) with perception of others. Apply discussed techniques.
- 2) What keeps brand-managers up at night (branding challenges and opportunities)? Discussion based on interviews with brand-managers at local businesses, SMBs, startups.
- 3) What do you think of the strongest brands rankings (Interbrand, Millward Brown, Reputation Institute, Fortune)? Agree or not? Why?
- 4) What makes your personal brand? Apply brand equity concept to self-evaluation.

## **2. BRAND PLANNING:**

The sessions provide a concept of how to build brand through «customer-based brand equity» model. The goal for students is to consider how to build brand equity and how to position brand properly.

## Topics:

1. Customer-based brand equity (K.Keller);
2. Brand value chain;
3. Brand positioning guideline;
4. Other brand equity models (D.Aaker, J.N.Kapferer).

## Reading:

1. Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 2 and 3)
2. Court D. и др. The consumer decision journey // McKinsey Quarterly. 2009. № 3. С. 96–107.
3. Hoffmann M. How Price Affects a Consumer's Path to Purchase [Электронный ресурс]. URL: <http://www.adweek.com/news/advertising-branding/how-price-affects-consumer-s-path-purchase-160401> (дата обращения: 01.10.2014).
4. Keller K.L. Conceptualizing, Measuring, Managing Customer-Based Brand Equity // Journal of Marketing. 1993. Т. 57. № 1. С. 1–22.
5. Travis K.M. Price Sensitivity measurement technique plots product price vs. quality perceptions // Marketing News. 1982. Т. 15. № 23. С. 6–6.
6. Survey monkey: How to Identify Your Customer Touchpoints [Электронный ресурс]. URL: <https://www.surveymonkey.com/blog/en/identify-customer-touchpoints/> (дата обращения: 08.11.2014).

## Discussion questions and assignments:

- 1) Apply a Consumer decision journey (CDJ) model (or Touch point model, Experience grid) to a specific product category. How do consumers arrive at final brand decision? What happens after a purchase?
- 2) Evaluate the positioning of two leading competitive brands in a specific category (target audience, points-of-parity and points-of-difference). How might it be improved?
- 3) Identify negatively correlated attributes and benefits for a specific brand (other than discussed in sessions). Develop recommendations for a brand strategy to deal with negatively correlated attributes and benefits.

- 4) Identify sources of brand equity for a specific brand. Measure brand awareness, strength, favorability, and uniqueness of brand associations.

### **3. BRAND INTEGRATION / BRAND BUILDING:**

The sessions provide a critical overview of how to optimize marketing program and related marketing activities to build brand equity. The goal for students is to consider traditional marketing mix from the perspective of brand equity. Students will learn what role brand elements play in contributing to brand equity, how to choose brand elements and how to leverage secondary associations to build brand equity.

Topics:

1. Brand elements guideline and examples;
2. Pricing strategy (based on perceived value);
3. Mixing «Push» and «Pull» strategies;
4. Integrated marketing communications;
5. Leveraging secondary associations.

Reading:

1. «Гражданский кодекс Российской Федерации (часть четвертая)» от 18.12.2006 N 230-ФЗ (ред. от 12.03.2014) (18 декабря 2006 г.), Глава 76. Права на средства индивидуализации юридических лиц, товаров, работ, услуг и предприятий, ст 1473-1541.
2. Berger J., Ward M. Subtle Signals of Inconspicuous Consumption // *Journal of Consumer Research*. 2010. Т. 37. № 4. С. 555–569.
3. Chernev A., Hamilton R., Gal D. Competing for Consumer Identity: Limits to Self-Expression and the Perils of Lifestyle Branding // *Journal of Marketing*. 2011. Т. 75. № 3. С. 66–82.
4. Edelman D. с. Branding in the digital age: You're spending your money in all the wrong places // *Harvard Business Review*. 2010. Т. 88. № 12.
5. Keller K. *Strategic Brand Management*. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 4-7)
6. Lanks B. Five Rules for Designing a Great Logo [Электронный ресурс]. URL: <http://www.businessweek.com/articles/2014-08-28/five-rules-for-designing-a-great-logo> (дата обращения: 03.09.2014).

7. Laran J., Dalton A.N., Andrade E.B. The Curious Case of Behavioral Backlash: Why Brands Produce Priming Effects and Slogans Produce Reverse Priming Effects // *Journal of Consumer Research*. 2011. Т. 37. № 6. С. 999–1014.
8. Marsh H. Coke reaps rewards after putting names on cans and bottles [Электронный ресурс]. URL: <http://www.telegraph.co.uk/foodanddrink/foodanddrinknews/11125509/Coke-reaps-rewards-after-putting-names-on-cans-and-bottles.html> (дата обращения: 28.09.2014).
9. Melnyk V., Klein K., Völckner F. The Double-Edged Sword of Foreign Brand Names for Companies from Emerging Countries // *Journal of Marketing*. 2012. Т. 76. № 6. С. 21–37.
10. Monllos K. Brand of the Day: How «Share a Coke» Went Beyond Ingenious Packaging to Boost Sales [Электронный ресурс]. URL: <http://www.adweek.com/news/advertising-branding/brand-day-how-share-coke-went-beyond-ingenious-packaging-boost-sales-160444> (дата обращения: 02.10.2014).
11. Sood S., Keller K.L. The Effects of Brand Name Structure on Brand Extension Evaluations and Parent Brand Dilution // *Journal of Marketing Research (JMR)*. 2012. Т. 49. № 3. С. 373–382.
12. Jaffe E. The Science Of Cool [Электронный ресурс]. URL: <http://www.fastcodesign.com/3032932/evidence/the-science-of-cool> (дата обращения: 30.10.2014).
13. Vakratsas D., Ambler T. How Advertising Works: What Do We Really Know? // *Journal of Marketing*. 1999. Т. 63. № 1. С. 26–43.
14. Warren C., Campbell M.C. What Makes Things Cool? How Autonomy Influences Perceived Coolness // *Journal of Consumer Research*. 2014. Т. 41. № 2. С. 543–563.
15. Wood O. How Emotional Tugs Trump Rational Pushes: The Time Has Come to Abandon a 100-Year-Old Advertising Model // *Journal of Advertising Research*. 2012. Т. 52. № 1. С. 31–39.

Discussion questions and assignments:

- 1) Identify all brand elements of a specific brand (name, logo, character, slogan, package etc.) Evaluate their ability to contribute to brand equity (on six choice

- criteria). What brands mix and match brand elements are better than others? Name examples and justify your answer.
- 2) Compare pricing strategies for brands in a specific category. What would you do differently in pricing for these brands? Why?
  - 3) Visit a supermarket and evaluate in-store branding efforts (for a specific category). What brands have the biggest in-store push, unique merchandising? What do you think of private labels? What categories best suit to them? Why?
  - 4) What image does Russia have with consumers in other countries (foreigners vs. expats)? What brands could most benefit in leveraging that image in global markets?
  - 5) Measure how a specific brand leverages secondary brand associations. How could you improve on it?

#### **4. BRAND METRICS:**

The sessions concern different ways of measuring brand equity. It involves a review of some basic and more advanced marketing research techniques and brand metrics. The goal for students is to explore the process of managing brand equity evaluation and get experienced in applying research techniques and key metrics from perspective of branding.

Topics:

1. Brand audit;
2. Measures of brand equity (direct, indirect):
  - a. Qualitative research;
  - b. Quantitative research;
3. Brand equity measurement system;
4. Brand metrics (customer-based vs. market and financial measures).

Reading:

1. Aaker J.L. Dimensions of Brand Personality // Journal of Marketing Research (JMR). 1997. T. 34. № 3. С. 347–356.
2. Christine Moorman. 10 Tips for a Better Return on Marketing Analytics [Электронный ресурс]. URL:

<https://www.ama.org/publications/MarketingNews/Pages/10-tips-for-a-better-return-on-marketing-analytics.aspx> (дата обращения: 23.10.2014).

3. Das G., Guin K.K., Datta B. Developing Brand Personality Scales: A Literature Review // IUP Journal of Brand Management. 2012. Т. 9. № 2. С. 44–63.
4. Farris P.W. и др. Key Marketing Metrics: The 50+ Metrics Every Manager Needs to Know. Harlow, England; New York: Wharton School Publishing, 2008. Вып. 1 edition. 368 с.
5. Farris P.W. и др. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance. Upper Saddle River, N.J: Pearson FT Press, 2010. Вып. 2 edition. 432 с.
6. Jeffery M. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know. Hoboken, N.J: Wiley, 2010. Вып. 1 edition. 320 с.
7. Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 8-10)
8. Lehmann D.R., Keller K.L., Farley J.U. The Structure of Survey-Based Brand Metrics // Journal of International Marketing. 2008. Т. 16. № 4. С. 29.
9. Rappaport S.D. Lessons Learned from 197 Metrics, 150 Studies, and 12 Essays A Field Guide to Digital Metrics // Journal of Advertising Research. 2014. Т. 54. № 1. С. 110–118.
10. Stahl F. и др. The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin // Journal of Marketing. 2012. Т. 76. № 4. С. 44–63.

Discussion questions and assignments:

- 1) Select a brand. Apply quantitative and qualitative research methods to identify sources of a brand equity. Apply brand personality framework to profile leading brands in a specific category.
- 2) What are the main challenges in collecting data for key brand metrics? Compare brand metrics of competitive brands in a specific category. What implications do these metrics provide for explored brands?
- 3) Conduct a blind test (unbranded) experiment and compare results with branded experiment for brands in a specific category. What could you say about brand equity of these brands?

- 4) Compare Interbrand and Young & Rubicam's BrandAsset Valuator methodologies. What works better for measuring brand equity (advantages and disadvantages)? Why?
- 5) What are peculiarities / key points of brand audit in different industries?  
Discussion is based on interviews with brand-managers.

## 5. BRAND STRATEGY:

The sessions explore how to build brand strategy. The goal for students is get understanding of how to leverage brand equity to launch new products or manage existing ones. Students will also learn what role brand name plays in building brand strategy.

Topics:

1. Corporate brand strategy;
2. Brand hierarchy;
3. Brand extensions;
4. Building a brand for small and medium-sized businesses.

Reading:

1. Edelman D. c. Branding in the digital age: You're spending your money in all the wrong places // Harvard Business Review. 2010. Т. 88. № 12.
2. Fox J. The Power of Negative Thinking [Электронный ресурс]. URL: <http://blog.ama.org/the-power-of-negative-thinking/> (дата обращения: 23.10.2014).
3. Griner D. How Ads That Empower Women Are Changing the Industry [Электронный ресурс]. URL: <http://www.adweek.com/news/advertising-branding/todays-adweekchat-topic-how-ads-empower-women-are-changing-industry-160777> (дата обращения: 16.10.2014).
4. Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 11-12)
5. Nudd T. KitKat Has the Best Response So Far to Apple's #Bendgate Scandal [Электронный ресурс]. URL: <http://www.adweek.com/adfreak/kitkat-has-best-response-so-far-apples-bendgate-scandal-160352> (дата обращения: 26.09.2014).

6. Truong A. Apple: The iPhone 6 Bending Problem Is Not A Problem [Электронный ресурс]. URL: <http://www.fastcompany.com/3036294/fast-feed/apple-the-iphone-6-bending-problem-is-not-a-problem> (дата обращения: 26.09.2014).
7. Wadhwa M., Zhang K. This Number Just Feels Right: The Impact of Roundedness of Price Numbers on Product Evaluations // Journal of Consumer Research. 2014. С. 000–000.
8. Webster Jr. F.E. A roadmap for branding in industrial markets // Journal of Brand Management. 2004. Т. 11. № 5. С. 388–402.
9. Yohn D.L. Start-Ups Need a Minimum Viable Brand [Электронный ресурс]. URL: <https://hbr.org/2014/06/start-ups-need-a-minimum-viable-brand> (дата обращения: 08.11.2014).

Discussion questions and assignments:

- 1) Compare brand portfolios and specific brand strategies of market leaders in two different industries. How would you improve on them?
- 2) What companies have strong corporate reputations? Explore their web sites and identify sources of their strong corporate reputation.
- 3) Select an example of brand extension. Assess brand extension ability to contribute to own brand equity and brand equity of parent brand. What would you do differently as a brand manager for examined brand extension?

## **6. BRAND GROWTH:**

The sessions provide an understanding of how brand knowledge affects future brand decisions. Students will also consider national and cultural effect on brand management. The goal for students is to explore the challenge of attracting new customers without losing existing ones while extending the brand over segment and geographical boundaries.

Topics:

1. Global branding strategies. Managing brand over geographic boundaries and market segments;
2. Brand loyalty;
3. National and cultural effect on brand management.

## Reading:

1. Aaker D.A., Keller K.L. Consumer Evaluations of Brand Extensions // Journal of Marketing. 1990. Т. 54. № 1. С. 27–41.
2. ALS Fundraising Takes the Plunge With Experiential Marketing [Электронный ресурс]. URL: <https://www.ama.org/publications/eNewsletters/MHSNewsletter/Pages/als-fundraising-takes-the-plunge-with-experiential-marketing.aspx> (дата обращения: 03.09.2014).
3. Cleeren K., Heerde H.J. van, Dekimpe M.G. Rising from the Ashes: How Brands and Categories Can Overcome Product-Harm Crises // Journal of Marketing. 2013. Т. 77. № 2. С. 58–77.
4. Heath T.B., DelVecchio D., McCarthy M.S. The Asymmetric Effects of Extending Brands to Lower and Higher Quality // Journal of Marketing. 2011. Т. 75. № 4. С. 3–20.
5. Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600 p. (Chapter 13-14)
6. Maskeroni A. 10 Brands That Got Creative With the Ice Bucket Challenge Without Calling on the CEO [Электронный ресурс]. URL: <http://www.adweek.com/adfreak/10-brands-got-creative-ice-bucket-challenge-without-calling-ceo-159697> (дата обращения: 03.09.2014).
7. Tom Davenport. A Predictive Analytics Primer // Harvard Business Review. 2014.
8. Torelli C.J. и др. Brand Concepts as Representations of Human Values: Do Cultural Congruity and Compatibility Between Values Matter? // Journal of Marketing. 2012. Т. 76. № 4. С. 92–108.

## Discussion questions and assignments:

- 1) Evaluate efforts of a specific brand to manage brand equity in last 3-5 years. What has it done to stay relevant / update its positioning? What would you change in its marketing program?
- 2) Design a revitalizing strategy for a fading brand. Apply different approaches discussed in sessions.
- 3) Pick up a brand that recently experienced a marketing crisis. How could you characterize strategy of that brand in time of crisis? What did brand managers do right / wrong?

- 4) Select a specific global brand being sold in Russia. What type of brand strategy does the brand apply (standardization vs. customization)? Why? What would you change in this strategy?
- 5) What are product categories in which customers care about country of origin? Why? Select a specific brand for which the real country-of-origin is different from promoted or perceived country-of-origin. Why do the brand apply this country-of-origin strategy?
- 6) Compare brand strategies of market leaders in same industry but in different countries. How are they same / different?

## **7. Overview of assignments**

Individual assignments:

- 1) See appendix C for an example of test (exam). Test questions are based on topics and questions (incl. cases) discussed at in-class sessions or assigned to self-guided work at home. If you missed these in-class sessions / homework, it would be harder for you to answer all questions.
- 2) See 'Discussion questions and assignments' for each theme.

Group assignments:

- 1) See appendix A and B for an examples of case
- 2) See 'Discussion questions and assignments' for each theme.
- 3) Brand audit assignment (see below)

Brand audit assignment (course assignment):

Students work on a brand audit project as a team of 3-4 people. Every team should pick up a brand (except those discussed in sessions) and conduct a brand audit. All teams should study different brands. Before start each team must get a confirmation from me by email that brand is appropriate and available (not already assigned to other team). Every student must have a team and every team must have an approved brand by the end of second week of the course.

Teams should employ public data (from company web sites, survey reports etc.) and professional experiences of team members to make a brand audit analysis. Conducting a survey / primary research is obliged.

Each team must assess selected brands by addressing following questions:

1. Brand planning.
  - a. How could you assess a current brand positioning?
  - b. What are sources of brand equity?
  - c. What are differences between current and desired brand knowledge structures?
  - d. What are key opportunities for enhancing current positioning?
2. Brand building.
  - a. How could you estimate brand resonance that your brand currently has?
  - b. What marketing activities most contributed to achieving resonance and positioning?
  - c. What could you suggest to improve brand building activities?
3. Brand growth.
  - a. How would you estimate a brand architecture and hierarchy?
  - b. How could you estimate a brand growth strategy (including extensions and expansions into new segments and markets)?
  - c. What else could you recommend to build and manage equity for the chosen brand?

Final report must not exceed 15 thousand symbols. All teams will present their reports on a special (final) session at the end of the course. Each team will get 15 minutes on presentation and 5 minutes to answer questions. All teams should send their final DOC report and a copy of PPT presentation to me by email 3 working days prior to the final session.

All team members are not obliged to make verbal presentation on report for their team, but all teams members must attend final session, be prepared to describe their role in study (if asked) and participate in discussion on presentations.

## **8. Readings**

The course is designed for the master program in Marketing that implies an advanced level of study. For those who are not familiar with topics on marketing and specifically branding, the book by K. Keller (Keller K. Strategic Brand Management. 4 edition. Harlow etc.: Pearson, 2012. 600p) is a must-read source of basic knowledge.

For a truly advanced level of study, there is a number of additional sources. Depending on your goals and interests you may find both academic papers and business publications among proved references in «Reading» for each theme.

## **9. Laptop Policy**

Please, bring your own laptop to make in-class assignments. Laptops may be used at sessions only for taking notes and working on assignments provided for session.

*Prepared by*

*Sergey V. Alexandrovskiy*

## APPENDIX A

### Case example

#### **SWITCH-IT: brand strategy for Russian market.**

Since the foundation in 1982 by Mr. Günther Wied sen. (15.06.1951 - 12.06.2004), EBM Design is a German family enterprise whose scope of activities comprises the design, production and marketing of ophthalmic frames and sunwear in different materials. The manufacturer of spectacles has always profited from its products “made in Germany”. From the former one-person company, EBM Design now employs more than 130 core workers and 16 sales representatives in Germany. Moreover, the company, which is now continued by Günther Wied jun., successfully managed to enter the Austrian, Czech, Dutch, French, Luxembourgian, Italian and Swiss market via various channels of distribution, e.g. patent license agreements, wholesalers, sales representatives. The products are exclusively sold to opticians. With EBM Design these opticians associate high-quality materials, amazing design and non-industrial perfection. However, not only quality but also technical innovations are guarantees of success. Among others EBM’s pioneering inventions are

Glasses with a special metal alloy that is flexible, durable and very easy with proven suitability for allergy sufferers. Using only one borehole instead of two, the spectacle wearer’s field of view is not affected that much. A special spectaclered system, which does not need any screws and therefore ophthalmic lenses can be changed fast and without exerting any pressure on them.

Beside them, EBM’s latest invention and actual international bestseller is the worldwide-patented flexible spectaclered plug-in system called SWITCH IT. A unique mechanism enables the easy, simple and fast switching of the three main parts of the frame, namely the bridge, the endpiece and the temple. As a result the customer only once chooses an appropriate glass form and can easily and relatively cheap switch to another style. Be it at work or during leisure time in the theatre, in the club or in the football stadium, SWITCH IT glasses are suitable for any situation. The huge assortment of more than 600 models has since September 2012 ‘switched’ to an unlimited and highly individual range of products due to the introduction of the possibility to create one’s own and unique spectacles. With 75 % (and counting) of EBM’s total revenue SWITCH IT is the main export hit to the above-mentioned markets. The retail prices vary from € 45 to € 80

for thin temples and from € 55 to € 120 for wide ones, depending on the complexity of processing.

As there have been huge changes in the Russian society there is a high potential for success. Nevertheless, one should not underestimate that Russia counts as the most unpredictable and unstable part of the BRICS countries. The political situation, import taxes, the high level of corruption and the high inflation are not really appealing.

Official homepage of SWITCH IT: <http://www.switch-it.cc/>

### **Assignment Questions:**

- 1) Figure out all the possible risks and drawbacks EBM Design might face entering the Russian market (people's attitude towards spectacles, taxes and so on) and discuss them.
- 2) SWITCH IT glasses are a niche product in a mid-ranged price segment. Is Russia "ready" for such a product or will the cheap unstylish reading glasses and the horrendously expensive brands (€ 250-500 per frame) continue their triumph?
- 3) Would you recommend EBM Design to enter the Russian market? If yes, where and through which channels of distribution/with which partners?
- 4) Which advertising media would you recommend in order to increase the brand awareness?
- 5) Would you buy it? Why, why not?

Follow-up questionnaire for clients will be provided at class.

## APPENDIX B

### Case example

#### **Red Bull.**

The Red Bull case describes the history of Red Bull brand with emphasis on how the brand stimulated word-of-mouth to build a new product category (functional energy drinks) and brand franchise. The case concludes by asking the reader to consider how

Red Bull should develop its brand and marketing in light of many competitive challenges in different geographical markets (US, European, Russia) and global market area.

The case is designed to create a topic for discussing:

- 1) (Nontraditional) brand-building strategies;
- 2) Growing globalization of brands and products targeted toward younger consumers;
- 3) How traditional media and advertising strategies may accelerate growth created by nontraditional means.

#### **Assignment Questions:**

- 1) What created Red Bull's success? Where is the core franchise and benefit? Has the product's positioning changed over time? What is the role of alcohol mixing in Red Bull's success?
- 2) What is Red Bull's success formula? For which kind of product/beverage categories will this formula work? How does Red Bull know when to turn on the advertising? What metrics would you use to make this judgment?
- 3) Why did the first U.K. launch go awry?
- 4) What changes were made for the U.S. market? Should other changes be considered?
- 5) Assume tough competition is coming. How can Red Bull protect its franchise? What actions would you recommend?
- 6) What should Red Bull's competitors do? Coke? Pepsi? Anheuser-Busch?

- 7) If you were an investor in Red Bull, would you take your money and run or stay for the long haul?
- 8) What changes were made for Russian market? Should other changes be considered?
- 9) How could you improve contemporary advertising strategy of Red Bull in Russia?

Prior to class, students should browse the Red Bull website ([www.redbull.com](http://www.redbull.com)), official social media outlets and view the English and Russian versions of the Red Bull commercials provided on the Web site.

## APPENDIX C

### Test example (max 100 scores)

Grading policy:

- Max 4 scores for correct answer to questions 1-12. Clear and short correct answers will get higher scores. Just make your point clear and short.
- 2 scores for full correct answer to questions 13-33.
- Additional 10 scores if you give correct answers to all 13-33 questions.

Test

1. Why did Microsoft remove 'Nokia' name from 'Lumia' brand?
2. Explain PODs and POPs for 'NEST thermostats' brand. How will acquisition by Google contribute to brand equity of 'NEST'?
3. What is the main reason for consumer revolt against Victoria's secrets 'Perfect body' campaign? How should Victoria's secret brand manage in time of crisis? What is difference between Victoria's secrets 'Perfect body' and Dove 'Real beauty' campaigns?
4. Why do Tesla and Zara put a high priority on selling their products via single day sale 11.11 on Alibaba online store in China?
5. What is the main reason to new pricing policy for MS Office apps on mobile devices?

6. Why do brands (e.g. LUSH) stand against cruelty? How does it contribute to brand equity?
  
7. What are the main differences between Xiaomi and Apple brands on the global market? How does Xiaomi capitalize on the Apple iPhone brand?
  
8. Recently McDonald's has started to exploit the transparency principle in their marketing and advertising campaign. What for?
  
9. How does a new logo for the FIFA World Cup 2018 contribute to the national brand of Russia?
  
10. What are the bases for startup positioning? (on the case of Dollar Shave Club)
  
11. How could you evaluate GoPro's lifestyle content strategy in terms of branding? How could you improve on it?
  
12. Why did Mercedes present a new set of brand names for cars?

-----

13. What of the following is not IMC choice criteria according to K. Keller? (select all that apply)
  - a) Coverage / Reach
  - b) Contribution / Effect
  - c) Recognition
  - d) Commonality / Consistency
  - e) Complementarity

- f) Versatility
- g) Cost
- h) Resonance

14. Lena goes to buy a smartphone. There are 50 brands available in the world. Lena has heard of 8 of them and consider to buy one of 2 brands. '8' is referred to:

- a) Total set
- b) Consideration set
- c) Preference set
- d) Evoked set
- e) Purchase set

15. Fill the gaps. 'BE measurement system – set of \_\_\_\_\_ procedures designed to provide timely, actionable and accurate information on brands so marketers can make the best a) \_\_\_\_\_ decisions in the b) \_\_\_\_\_ -run and c) \_\_\_\_\_ decisions in the d) \_\_\_\_\_ -run.

- a)
- b)
- c)
- d)

16. "House of shoe" is the name of a retailer that sells shoes and supplementary products. What type of name is it?

- a) Surname
- b) Blended
- c) Invented
- d) Descriptive
- e) Metaphor

f) Two-word

17. What is the sequence of steps to building a brand (according to K. Keller)?

- a) Get consumer response (think, feel)
- b) Convert response to relationship (do, loyalty)
- c) Establish brand meaning (POP, POD)
- d) Identify the brand (awareness, class, need)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

18. What are brand building choice criteria for brand elements? (select all that apply)

- a) Likeability
- b) Transferability
- c) Adaptability
- d) Memorability
- e) Meaningfulness
- f) Protectability

19. What kind of research technique did Coke apply for the case of New Coke (1985)?

What does this technique generally show or is being applied for?

---

20. 'What brands of quick-service restaurant chains are you aware of?' question refers to: (select all that apply)

- a) Recall
- b) Attitude
- c) Preference
- d) Loyalty
- e) Awareness

21. European customers has become more health-conscious. So do many fast food chains, which start offering healthier meal options. This trend refers to:

- a) Competitive PODs
- b) Category PODs
- c) Competitive POPs
- d) Category POPs

22. Which of the following is not a qualitative research technique for brand study? (select all that apply).

- a) Free associations
- b) Projective techniques
- c) Multidimensional scaling / perceptual maps
- d) Zaltman metaphor elicitation technique
- e) Brand personality
- f) Purchase intention
- g) Experiential methods

23. What categories are not belonging to Aaker's brand equity model? (select all that apply)

- a) Loyalty
- b) Product
- c) Awareness
- d) Price
- e) Perceived quality
- f) Associations

g) Other assets (patents, trademarks, channel relationships)

24. According to B.Kahn what are the two axes of color applied to branding?

- a) Excitement and Familiarity
- b) Cold and Warm
- c) Arousal and Affect

25. If your churn rate is 20%, then your typical customer lifetime is:

- a) 1 year
- b) 40 years
- c) 5 years
- d) 10 years

26. CBBE stands for:

- a) Customer-based brand environment
- b) Client-based brand evaluation
- c) Customer-based brand equity

27. What is NOT a part of brand knowledge structure (according to K.Keller)? (select all that apply).

- a) Awareness
- b) Recall
- c) Image
- d) Symbolic attributes
- e) Conversion
- f) Recognition
- g) Leads
- h) Product

28. According to J.Aaker (1997) brand personality construct consists of following dimensions (select all that apply):

- a) Sincerity
- b) Passion
- c) Excitement
- d) Competence
- e) Sophistication
- f) Ascendancy
- g) Ruggedness
- h) Peacefulness

29. What kind of product performance / difference should a company be more concerned with?

- a) Actual performance
- b) Desired
- c) Perceived

30. Which of the following refers to retailer brand dimensions according to K.Keller?

(select all that apply)

- a) Access / Location
- b) Private labels
- c) In-store atmosphere
- d) Price and promotion
- e) Manufacturer brands
- f) Assortment

31. When a company contracts with another company to use a brand name, logo, symbol etc. for a negotiated fee, it refers to:

- a) Licensing
- b) Joint usage
- c) Access to brand equity

d) Brand franchising

32. When Mega-N updated its company name to CloudsNN in 2014, which part of the brand positioning did it change?

- a) Target segment
- b) Point of difference
- c) Frame of reference

33. Complete the sentence: «The value of a brand can be defined by measuring of ....»

(select all that apply)

- a) Brand awareness
- b) Brand equity
- c) Return on brand
- d) Perceived brand value

## Нижегородский филиал

### Федеральное государственное автономное образовательное учреждение высшего образования "Национальный исследовательский университет "Высшая школа экономики"

Факультет менеджмента

#### Рабочая программа дисциплины Бренд-менеджмент

для образовательной программы Маркетинг  
направления подготовки 38.04.02 Менеджмент  
уровень магистр

Разработчик программы

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Одобрена на заседании кафедры маркетинга

«\_\_» \_\_\_\_\_ 2017 г.

Зав. кафедрой М.А. Шушкин \_\_\_\_\_

Рекомендована Академическим советом образовательной программы

«\_\_» \_\_\_\_\_ 2017 г., № протокола \_\_\_\_\_

Утверждена «\_\_» \_\_\_\_\_ 2017 г.

Академический руководитель образовательной программы

С.В. Александровский \_\_\_\_\_

Нижний Новгород, 2017

*Настоящая программа не может быть использована другими подразделениями университета и другими вузами без разрешения подразделения-разработчика программы.*

## 1. Краткое описание курса (outline)

Дисциплина «Бренд-менеджмент» представляет собой курс лекций и практических занятий, посвященных изучению современных моделей и инструментов разработки, управления и оценки бренда, а также методологии научных и прикладных исследований в области бренд-менеджмента.

Целями освоения дисциплины «Бренд-менеджмент» являются:

- изучение современных моделей бренд-менеджмента;
- систематизация и закрепление опыта использования инструментов разработки, управления и оценки капитала бренда, позиционирования, элементов бренда, стратегии бренда;
- более глубокое понимание методов исследований в области бренд-менеджмента.

## 2. План курса (syllabus)

Трудоемкость дисциплины (З.Е) – 6

| № | Название раздела             | Всего часов | Аудиторные часы (контактная работа обучающихся с преподавателем) |                      |                        |
|---|------------------------------|-------------|--|----------------------|------------------------|
|   |                              |             | Лекции   | Практические занятия | Самостоятельная работа |
| 1 | Введение / Сильные бренды    | 20          | 2  | 2                    | 16                     |
| 2 | Планирование бренда          | 40          | 2  | 6                    | 32                     |
| 3 | Интеграция / Создание бренда | 42          | 4  | 6                    | 32                     |
| 4 | Метрики бренда               | 46          | 4  | 10                   | 32                     |
| 5 | Стратегия бренда             | 46          | 4  | 10                   | 32                     |
| 6 | Развитие бренда              | 34          | 2  | 8                    | 24                     |
|   | Итого                        | 228         | 18   | 42                   | 168                    |

## 3. Требования к уровню знаний студентов (prerequisites)

Изучение дисциплины «Бренд-менеджмент» базируется на следующих дисциплинах: Основы маркетинга (адаптационный курс), Поведение потребителей (Consumer Behavior), Стратегии в менеджменте: маркетинговые стратегии и развитие бизнеса, Методология научных исследований в менеджменте: исследования в маркетинге.

## 4. Преподаватель

Александровский С.В., к.э.н., доцент кафедры маркетинга [saleksandrovskiy@hse.ru](mailto:saleksandrovskiy@hse.ru)

## 5. Тип экзамена

| Тип контроля     | Форма контроля     | 1 год |   | Параметры   |
|------------------|--------------------|-------|---|---|
|                  |                    | 3     | 4 |   |
| Текущий (неделя) | Домашнее задание   | 8     |   | Решение кейса (групповое задание).<br>Письменный отчет и устная презентация/защита (объем отчета 9-10 тыс. зн.);  |
|                  | Контрольная работа |       | 8 | Аудит бренда (групповое задание).<br>Письменный отчет и устная презентация/защита (объем отчета 14-15 тыс.зн.) ИЛИ Экспертные интервью с участием местных компаний; |
| Итоговый         | Экзамен            |       | * | Индивидуальный тест (письменно)<br>ИЛИ Групповое задание по дизайну стратегии бренда для местной компании (объем отчета 14-15 тыс.зн.)                              |

Накопленная оценка ( $O_{\text{накопленная}}$ ) за текущий контроль по 10-ти балльной шкале учитывает результаты студента по текущему контролю (контрольная работа, эссе) и работу студента на практических занятиях следующим образом:

$$O_{\text{накопленная}} = 0,2 * O_{\text{дз}} + 0,2 * O_{\text{контрольная работа}} + 0,6 * O_{\text{аудиторная}}$$

Итоговая оценка ( $O_{\text{итоговая}}$ ) определяется по совокупности оценок за весь период обучения данной учебной дисциплине. Итоговая оценка по 10-ти балльной шкале выставляется по формуле:

$$O_{\text{итоговая}} = 0,6 * O_{\text{накопленная}} + 0,4 * O_{\text{экзамен}}$$

Оценки округляются арифметическим способом.