

BRAND MANAGEMENT

International MBA IMBA-EN SEP-2024 S-MBS

Area Marketing and Communication

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **DUSHINKA KARANI KARANI**

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Dushinka is a passionate and expert in the field of Marketing-> Strategic, Tactics and Digital Marketing; Product Marketing, Innovation, Sales and Trade Marketing and for the past 30 years has worked as Marketing Director for multinational and local companies in the Fast Moving Consumer Goods industry and now works in the tech industry at FundingBox, European leading distributor of tech funds for Startups and SMEs.

Corporate Experience

FundingBox (Global Marketing Director) - European Distributor of Funding and Corporate Matchmaking with Startups & SMEs

Calidad Pascual (Chief Marketing Officer) - Spanish Dairy FMCG

Mantequeras Arias (Chief Marketing Officer, Commercial Director, Export and Private Label Director)- Spanish Dairy FMCG

Grupo Moliner (Account Manager) - Communications Agency, working for Procter & Gamble

The Body Shop (Retail Manager) - Multinational FMCG & Retail

Select Service Partner (Product Manager) - Multinational FoodService & Retail

Emanuel Ungaro (Sales Controller) - Fashion & Retail

Unilever (Market Research Assistant) - Multinational FMCG

Academic Background

Facebook Academy (Madrid): Facebook & Instagram

Digital Marketing, Social Media and Analytics: An Omni-channel Strategy Program - IE

Master in Marketing and Sales Management – ESIC, Madrid.

LLB Business Law Degree – City University, London

Academic Experience

Since 2016: Adjunct Professor for Digital Marketing, Marketing Management, Mkt. In Action, Mkt. in the Fashion & Luxury Industry, Product Life Cycle Management & University Coordinator for Mkt. Fundamentals

Harvard Best-seller Technical Note Author of: [Digital Marketing, Social Media, and Mobile Marketing](#)

Office Hours

Office hours will be on request. Please contact at:

SUBJECT DESCRIPTION

Brand Management is of paramount importance in today's business environment for several reasons:

- **Differentiation:** It helps companies stand out in crowded markets by creating unique identities and value propositions
- **Customer Loyalty:** Effective brand management builds trust and fosters long-term relationships with customers, leading to increased loyalty and repeat business
- **Price Premium:** Strong brands often command higher prices, contributing to increased profitability
- **Competitive Advantage:** A well-managed brand provides a sustainable competitive edge in the marketplace
- **Brand Equity:** It builds and maintains brand equity, which is a valuable intangible asset for companies
- **Stakeholder Confidence:** Strong brands attract investors, partners, and top talent, enhancing overall business performance

Therefore, this Brand Management course provides an in-depth exploration of the principles, strategies, and practices essential for building and maintaining strong brands in today's competitive marketplace. Students will gain a comprehensive understanding of brand strategy, brand equity, brand positioning, and brand communication across various industries and markets. The course will emphasize both theoretical frameworks and practical applications, enabling students to develop critical thinking skills and strategic approaches to brand management challenges.

LEARNING OBJECTIVES

By the end of this course, students will be able to:

1. Understand and apply key concepts and theories in brand management
2. Analyze brand equity and develop strategies to build and maintain it
3. Craft effective brand positioning and differentiation strategies
4. Develop integrated brand communication plans across multiple channels
5. Evaluate and manage brand architecture and brand portfolios
6. Assess the impact of digital transformation and experiences on brand management
7. Develop strategies for managing brand crises and CSR initiatives

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	30.0 %
Discussions	20.0 %
Exercises in class, Asynchronous sessions, Field Work	15.0 %
Group work	20.0 %
Individual studying	15.0 %
TOTAL	100.0 %

AI POLICY

#1 – Critical GenAI use is encouraged

In this course, the use of generative artificial intelligence (GenAI) is encouraged, with the goal of developing an informed critical perspective on potential uses and generated outputs.

However, be aware of the limits of GenAI in its current state of development:

-If you provide minimum effort prompts, you will get low quality results. You will need to refine your prompts to get good outcomes. This will take work.

-Don't take ChatGPT's or any GenAI's output at face value. Assume it is wrong unless you either know the answer or can cross-check it with another source. You are responsible for any errors or omissions. You will be able to validate the outputs of GenAI for topics you understand.

-AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work].

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Introduction to the Course

Course Project Instructions

SESSION 2 (LIVE IN-PERSON)

Fundamentals of Brand Management

- Overview of brand management roles and responsibilities
- Managing a brand over the Product Life Cycle
- Conducting Strategic Brand Audit/ analysis: SWOT, competitor analysis, customer insights

SESSION 3 (LIVE IN-PERSON)

Brand Positioning and Value Propositions Development

- Elements of Positioning: target audience, frame of reference, points of difference
- Perceptual mapping and competitive analysis
- Crafting brand messaging of Value Proposition & positioning statements via Differentiation
- Repositioning strategies for established brands & Brand laddering
- Discussion of brand examples brought by the professor

SESSION 4 (LIVE IN-PERSON)

Brand Identity & Architecture

- Visual identity: logos, colours, typo and design
- Verbal Identity: Brand voice and personality
- Brand identity prism (Kapferer's model)
- Types of brand architecture: branded house, house of brands and hybrid
- Discussion of brand examples brought by the professor

Technical note: Brand Portfolio Strategy and Brand Architecture(Optional)

SESSION 5 (LIVE IN-PERSON)

Brand Innovation & Growth

- Product Innovation as a driver of growth
- Product Line Extensions as a driver of growth
- Brand Extensions as a driver of growth
- Brand Co-creation
- Risks associated with brand dilution

SESSION 6 (LIVE IN-PERSON)

Brand Equity, Value and Performance

- Components of brand equity: awareness, associations, perceived quality and loyalty
- Brand equity models: Aaker, Keller
- KPIs for tracking brand health & Brand Valuation Techniques
- Discussion of brand examples brought by the professor

Intermediate Test 1 (topics covered from session 2 to 5)

SESSION 7 (LIVE IN-PERSON)

Brand Loyalty and the Role of CRM (Customer Relationship Management) in Brand Management

- The loyalty Ladder and types of loyal customers
- How to foster loyalty & advocacy
- Leveraging CRM data to personalize brand interactions
- Discussion of brand examples brought by the professor

SESSION 8 (LIVE IN-PERSON)

Brand Communication

- Crafting a Brand's Content Strategy
- Deployment of the Brand with Integrated Marketing Communication Tools: advertising, PR, sales promotions, personal selling and Digital Marketing
- Discussion of brand examples brought by the professor

Other / Complementary Documentation: How to Develop a Content Strategy in 7 Steps: A Start-to-Finish Guide

SESSION 9 (LIVE IN-PERSON)

Building Powerful Customer Connections via Brand Experience and Experiential Marketing

- Defining brand experience (sensory, affective and behavioural)
- Creating Immersive brand experiences
- Examples of Experimental campaigns

SESSION 10 (LIVE IN-PERSON)

Managing a Global Brand

- Standard vs Local
- Adjusting brand messagings
- Cultural adaptation & Cross-cultural communication challenges
- Discussion of brand examples brought by the professor

Intermediate Test 2 (topics covered from session 6 to 9)

Article: Global Brand Management: Best Practices and Learnings from Efforts to Build the Business "Over There(Optional)

SESSION 11 (LIVE IN-PERSON)

Purpose Driven Branding

- Defining the brand purpose
- Integrating CSR and sustainability into brand values
- Impact of CSR in perception and loyalty
- Discussion of brand examples brought by the professor

SESSION 12 (LIVE IN-PERSON)

Brand Crisis Management

- Types of brand Crises
- Preparing a Brand Crises Plan
- Responding to Crises and brand recovery
- Discussion of brand examples brought by the professor

SESSION 13 (LIVE IN-PERSON)

Future Trends in Brand Management

- Personalization via AI Branding
- Role of AR/ VR in brand Management
- Digital /AI Influencers as spokesperson of a Brand
- Sustainability Branding Practices

SESSIONS 14 - 15 (LIVE IN-PERSON)

Presentation of Group Projects to the class & professor.
Instructions will be given on the first day of the course.

EVALUATION CRITERIA

criteria	percentage	Learning Objectives	Comments
Group Presentation	50 %		Session 14&15
Class Participation	20 %		
Intermediate tests	20 %		10% each test
Other	10 %		Peer Evaluation on Group Project - end of the course

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may

provide further indications.

