



## **BMM642 STRATEGIC BRAND MANAGEMENT**

### **Academic Year 2013/14**

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

### **Staff Member Responsible for the Module:**

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### **Pre-requisites for the module:**

None

### **Mode of Attendance:**

On-campus

### **Module Objectives:**

In the main most branding text books, courses and modules present branding from the perspective of the ideal position i.e. if branding is implemented according to theory and research it will manifest itself in an organisation in ideal and perfect manner. However, in practice, business life is a less precise and exact environment, where the application of branding is often nowhere near perfect and the challenge is to:

- > understand the present effectiveness of the deployment of branding in the organization
- > what contribution branding currently makes to a firm
- > Importantly understand how can the deployment of branding be improved to increase its contribution to the firm.



That is why this module exists, and combines theory, research and practice into a diagnostic framework (supported by a branding handbook developed for the course) that can be used to understand the present position and performance of branding within an organisation, identify the related surrounding issues and develop a branding strategy to optimise the contribution made by branding to the firm.

This is why the module is likely to be sponsored by a branding agency, incorporates presentations and discussions with agency side marketing practitioners and aims to :

- > Develop an understanding of strategic brand management models and methodologies.
- > Place strategic brand management, and its advanced applications, within the context of the marketing domain, evaluating the potential contribution made from deploying strategic brand management tools and techniques to a specific organisational branding problem or issue.
- > Develop a knowledge and practical understanding of the requirements for a successful brand development plan, from the perspective of both agency and client, including each of the steps involved and specifically the important elements of pitch preparation and delivery.
- > To craft a coherent and persuasive strategic brand management plan and set of solutions that meet the brief of a client organisation.

## Learning Outcomes:

### Professional Skills

Synthesise strategic branding issues, strategic brand management deployment options and client brief constraints into a series of potential brand management solutions to a “live” client brand management brief.

Evaluate a series of self generated solutions to a practical client brand management brief, selecting an optimal solution that meets the needs of the client organisation.

Synthesise the elements of the chosen brand management solution into a professional, focussed and persuasive brand development plan, that is effectively communicated and delivered to the client organisation.

### Intellectual Skills

Place strategic brand management, and its advanced applications, within the context of the marketing domain, evaluating the potential contribution made from deploying strategic brand management tools and techniques to a specific organisational branding problem or issue.

Synthesise a series of strategic brand management models and methodologies (strategic branding, brand equity, corporate brand management, portfolio management, brand





communications and brand architecture and structure) to evaluate and arrive at a combination that is the most beneficial to deploy for a variety of strategic brand problems.

### **Knowledge and Understanding**

Develop an understanding of the relationship between client organisations and branding agencies, and the challenges there in, to be able to reflect upon and assess their relative roles in the solution of a given marketing branding problem.

Develop an understanding of strategic brand management models and methodologies.

Develop a knowledge and practical understanding of the requirements for a successful brand development plan, from the perspective of both agency and client, including each of the steps involved and specifically the important elements of preparation and delivery.

### **Transferable skills**

To practically diagnose strategic brand management issues for a firm and evaluate a series of potential branding solutions to those issues, arriving at a preferred branding solution that takes account of the solutions wider implications for marketing and strategy within the firm.

To craft and present in a coherent and persuasive manner a strategic brand management plan and set of solutions, that meets the brief of a client organisation.

## **Module Content:**

### **Lectures**

<b>Week;</b>	<b>Date:</b>	<b>Lecture Title and Basic Readings:</b>
<b>12</b>	<b>13/01/14</b>	Introduction to Strategic Brand Management: Integrating Theory, Research and Practice
<b>13</b>	<b>20/01/14</b>	Branding as an integrator – its role in corporate strategy. Marketing Strategy and Marketing Communications. (Brand handbook and recommended journal articles)
<b>14</b>	<b>27/01/14</b>	Managing brand strength and value – the importance of brand equity (Brand handbook and recommended journal articles).
<b>15</b>	<b>03/02/14</b>	Managing Brand complexity: understanding branding Structures. (Brand handbook and recommended journal articles).
<b>16</b>	<b>10/02/14</b>	Managing corporate brands – the identity perspective (Brand handbook and recommended journals)



<b>17</b>	<b>17/02/14</b>	Managing multiple brands – the portfolio perspective (Brand handbook and recommended journal articles)
<b>18</b>	<b>24/02/14</b>	Brand communications – the importance of Marketing Communications (Brand handbook and recommended journal articles).
<b>19</b>	<b>03/03/14</b>	The brand audit and transformation – understanding the present strategic position (Brand handbook and recommended journal articles)
<b>20</b>	<b>10/03/14</b>	Revision Lecture
<b>21</b>	<b>17/03/14</b>	Exam Week

### Corporate Connections:

The module is likely to be sponsored by an advertising agency or local commercial organisation. The agency will brief in a “live” brand transformation challenge, from one of their clients, forming the basis for students to apply the course material and strategic brand management template to arrive at a plan for the brand. A three hour workshop in week nineteen will be used to develop the brand development plan.

A number of industry practitioners from agency and corporate environments will present on how theory is put into practice in the business world, on subjects spanning the course content.

Examples and references to current business and corporate practices will be used throughout the module to illustrate the real life nature of advanced marketing communications.

### International Dimensions:

The module draws on a variety of examples, some of which have an international dimension. Branding strategies and portfolios often cross borders, understanding the international aspects of brand management are essential (cultural impact on brand performance, portfolio decision making etc).

### Contribution of Research:

The module leaders research activity into corporate and organisational identity and their impact upon both brand management and the attitude of employees feeds directly into the module. As does the corporate branding research of Prof John Saunders and Prof Leslie de Chernatony, both currently members of the marketing group. Specific research papers



from the literature, that inform particular specialist aspect of strategic brand management, are included as integral part of the module.

### **Ethics, Responsibility & Sustainability:**

In practice ethics, responsibility and sustainability all influence the ability of marketers and their associated advertising agencies to effectively develop brand based marketing communications campaigns. The industry is self-regulated to the extent of volunteering to remain within the guidelines set for the industry by the Advertising Standards Authority, concerning the ethics of advertising and other specialist bodies that regulate the deployment of advertising in specialist categories such as alcohol, tobacco etc. Therefore students, in the development of the brand development plan are encouraged to take a responsible stance towards campaign development and, in particular, seriously consider the sustainability impact of their brand based campaigns in relation to using sustainable sources of printed materials, the effect of CO2 emissions and the impact of their campaigns upon community sustainability.

#### **Ethical approval:**

This module does not require any primary research and no ethical approval will be necessary.

### **Method of Teaching:**

Scheduled Study:

As students reading this module are likely to wish to pursue a career in marketing, it is essential that they are in touch with marketing practice and can demonstrate they have worked upon a practical marketing problem and have an appreciation of issues that relate to marketing practice. When active in the marketing jobs market, this module is designed to help them stand out both in submitting job applications and interview. In particular it introduces students to strategic brand management research and theory that combine into a diagnostic tool to be deployed to assess the effectiveness of brand management for a given firm. Specifically, students are presented with an opportunity to synthesise and apply the course material and its associated template in tackling a “live” strategic brand management problem, faced by a commercial organisation. The solution is developed, in groups, over the course of the module and pulled together in a three hour workshop at the end of the module. Thus providing the opportunity to talk about the practical application of marketing theory and practical brand management at interview.

The module therefore combines a combination of learning and teaching methods that combine traditional lectures, 6 presentations from and discussions with practicing marketers (part of lectures) and tutorials for the development of the brand management plan.

This module will require students to attend formal lectures and tutorials to achieve the learning outcomes of this module. The key conceptual and theoretical ideas in strategic brand management will be presented in the lectures. The lecture content will provide



students with the necessary information in order to effectively tackle problems and critically analyse important issues with a branding and brand management domain. Typically the three hour lecture will divide into three sections. The first two hours is the formal lecture, followed by a practitioner led session. The final hour is devoted to students working in groups applying that weeks lecture material and template section to the “live” branding challenge that forms the basis for development of the brand management plan.

Please note, if any time the lecturer responsible for the module is unavailable at the designated time, either the lecture will proceed with another member of the marketing group, or a pre-prepared video will be shown or the time will be allocated to the completion of individual work and the lecture will be re-scheduled for a later session.

In addition to lectures and tutorials, students are expected to undertake self-directed learning, which will include readings and the group brand management plan.

### **Method of Assessment and Feedback:**

The module will be assessed by a **two and a half hour examination (100%)**.

The **examination** is an unseen two and a half hour paper. Students are required to answer one generic, compulsory question (40%) and a selection of two out of four specialist questions (30% each). The development of a brand management plan over the course of the module is designed to support students performance in the exam in making them familiar with the brand development template and in gaining an appreciation of its application in practice.

### **Feedback Methods and Rationale:**

A three hour revision session is scheduled to cover the course content delivered in the modules lectures, provide an opportunity to answer students questions, discuss the exam format and exam technique and to discuss prior years exam papers. Office hours are made available to students during revision week.

### **Learning Hours:**

Lectures:	18
Seminars	9
Independent learning	123
<b>Total</b>	<b>150</b>

**The following readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.**

### Pre-reading:

Please refer to the reading list, that lists the journal article readings for each lecture, that forms the content of the strategic brand management module.

### Essential Reading:

Weekly readings.

### Background Reading:

Students will benefit from regular access to one of the following general texts on brand management.

Keller, K.L. (2008), *Strategic Brand Management*, Pearson Education, New Jersey.

De Chernatony, L. & McDonald, M. (2010), *Creating powerful brands*, Butterworth-Heinemann, Oxford, England.

### Weekly Readings:

#### **Week12 - Introduction to Strategic Brand Management: Integrating Theory, Research and Practice.**

Hoeffler, S. & Keller, K.L. (2003). "The Marketing Advantages of Strong Brands." *Brand Management*, Vol 10, No. 6, pp 421-445.

Madden, T.J. Fehle, F. & Fournier, S. (2006). "Brands Matter : An Empirical Demonstration of the Creation of Shareholder Value through branding", *Journal of the Academy of Marketing Science*, Vol. 34, No.2, pages 224-235.

Fischer, M., Volkner, F. & Sattler, H. (2010). "How Important Are Brands? A Cross-Category, Cross-Country Study" *Journal of Marketing Research* Vol. XLVII (October), p.p. 823–839.

#### **Week 13 - Branding as an integrator – its role in Corporate Strategy, Marketing Strategy and Marketing Communications\_**

Johnson,J., Scholes,K. & Whittington, R. (2005). *Exploring corporate strategy*, Prentice Hall, Harlow, England.

The Environment	80-82, 89-91, 96-97
Strategic capability	118-119, 125-126, 137
Expectations & purposes	179-188, 200, 207
Business level strategy	240, 243
Corporate level strategy	286, 297, 309



Directions 341, 348-359

McDonald, M.& Wilson,H. (2011). Marketing plans : how to prepare them, how to use them, John Wiley and Sons, Chichester.

Marketing planning process	37-41
The product audit	145-160, 173-179
Marketing objectives	221
IMC	276
Personal selling	309
Pricing	362
Channels	377-378

Keller, K.L. & Lehmann, D.R. (2006), "Brands and Branding: Research Findings and Future Priorities" *Marketing Science*, Vol. 25, No. 6, November-December 2006, pp. 740-759

**Week 14 - Managing brand strength and value - the importance of brand equity .**

Keller, K. L. (1993). "Conceptualizing, Measuring, Managing Customer-Based Brand Equity." *Journal of Marketing*, 57, 1-22.

Aaker, D.A., (1996), "Measuring brand equity across products and markets", *California Management Review*, Spring96, Vol. 38, Issue 3, pp 102-120.

Yoo,B & Donthu, (2001), Developing and validating a multidimensional consumer-based brand equity scale, *Journal of Business Research*, Vol. 52 Issue 1, p1-14, 14p

Rego, L. L, Billett, M. T. & Morgan N A. (2009) "Consumer-Based Brand Equity and Firm Risk", *Journal of Marketing*, Nov2009, Vol. 73 Issue 6, p47-60, 14p

Bick, G.N (2009), "Increasing shareholder value through building Customer and Brand Equity", *Journal of Marketing Management*, Vol. 25, No. 1-2, pp. 117-141

Verbeeten, F..H., & Vijn, P. (2010). " Are Brand-Equity Measures Associated with Business-Unit Financial Performance? Empirical Evidence from the Netherlands", *Journal of Accounting, Auditing and Finance*, Fall2010, Vol. 25 Issue 4, p645-671, 27.p

Bahadir,S.C., Bharadwaj,G.S. & Srivastava R.K (2008) "Financial Value of Brands in Mergers and Acquisitions: Is Value in the Eye of the Beholder?" *Journal of Marketing* Vol. 72 (November 2008), 49–64.

Goldfarb, A., Lu. Q. & Moorthy, S. (2009). "Measuring Brand Value in an Equilibrium Framework" *Marketing Science* Vol. 28, No. 1, January–February 2009, pp. 69–86

**Week 15 - Managing brand complexity : understanding branding structures.**

Laforet, S. (2011) "Brand names on packaging and their impact on purchase preference" *Journal of Consumer Behaviour*, 10: 18–30.





Laforet, S. (2011), "British grocers' brand extension in financial services", *Journal of Product & Brand Management* 16/2 (2007) 82–97

Laforet, S. & Saunders, J. (2007), "How brand portfolios have Changed: A study of Grocery Suppliers Brands from 1994 to 2004", *Journal of Marketing Management*, Feb2007, Vol. 23 Issue 1/2, p39-58, 20p

Laforet, S. & Saunders, J. (2004), "How brand portfolios, how strategies have changed", *Journal of Marketing Management*, Vol. 45 Issue 3, p314-327, 13p

Devlin, J.F. & McKechnie, S. (2008) "Consumer perceptions of brand architecture in financial services", *European Journal of Marketing* Vol. 42 No. 5/6, pp. 654-666.

Souiden, N., Kassim, N.M & Hong, H. (2006), "The effect of corporate branding dimensions on consumers' product evaluation" *European Journal of Marketing* Vol. 40 No. 7/8, 2006 pp. 825-845

#### **Week 16 - Managing corporate brands – the identity perspective**

Melewar, T. C. & Jenkins, E. (2002) Defining the Corporate Identity Construct. *Corporate Reputation Review*, 5, 76.

Suvatjis, J.Y. and L. De Chernatony (2005). 'Corporate identity modelling: a review and presentations of a new multi-dimensional model'. *Journal of Marketing Management*, 21, pp. 809-834.

Helm, S. (2007). "The Role of Corporate Reputation in Determining Investor Satisfaction and Loyalty" *Corporate Reputation Review*, Vol. 10, No. 1, pp. 22 –37.

Schau, H.P., Muñiz A.M & Arnould, E.J. (2009), "How Brand Community Practices Create Value" *Journal of Marketing* Vol. 73, 30–51

Anisimova, T. & Mavondo, F. T. (2010). "The performance implications of company-salesperson corporate brand misalignment" *European Journal of Marketing*, Vol. 44 Issue 6, p771-795, 25p.

Hughes, D.E. & Ahearn, M. (2010) "Energizing the Reseller's Sales Force: The Power of Brand Identification" *Journal of Marketing* Vol. 81 74 (July 2010), 81–96.

Wallace, E. & de Chernatony, L. (2009). "Service Employee Performance: Its Components and Antecedents" *Journal of Relationship Marketing*, 8:82–102.

Meyer, J.P., Becker T.E. and R. VanDick (2006). 'Social identities and commitments at work: towards an integrative model'. *Journal of organisational behaviour*, 27, pp. 665-683.





Cornelissen, J.P., Haslam, S.A., and J.M.T. Balmer (2007). 'Social identity and corporate identity : towards an integrated understanding of processes, patterning and products'. *British Journal of Management*, Vol 18, ppS1 – S16.

**Week 17 - Managing multiple brands – the portfolio perspective**

Morgan, N.A. & Rego, L.L. (2009). "Brand Portfolio Strategy and Firm Performance". *Journal of Marketing*, Vol. 73 (January 2009), 59–74.

Hill, S., Ettenson, R. and Tyson, D. (2005). "Achieving the Ideal Brand Portfolio", *MIT Sloane Management Review*, Winter 2005 Vol.46 No.2.

Fischer, M., Volkner, F. & Sattler, H. (2010). "How Important Are Brands? A Cross-Category, Cross-Country Study" *Journal of Marketing Research* Vol. XLVII (October), p.p. 823–839.

Blankson, C. Et al (2008). "Impact of Positioning Strategies on Corporate Performance" *Journal of Advertising Research*, Mar2008, Vol. 48 Issue 1, p106-122, 17p.

González-Benito, O., Pilar Martínez-Ruiz, M. & Mollá-Descals, A. (2009). "Using store level scanner data to improve category management decisions: Developing positioning maps", *European Journal of Operational Research*, 198 (2009) p.p. 666–674.

John, D.R, Loken, B., & Kim, K., (2006). "Brand Concept Maps: A Methodology for Identifying Brand Association Networks", *Journal of Marketing Research*, 549 Vol. XLIII (November 2006), 549–563.

**Week 18 -Brand communications – the importance of Marketing Communications. (Recommended Journal Articles).**

Ataman, B.A., van Heerde, H.J., and Mela, C.F. (2010) "The Long-Term Effect of Marketing Strategy on Brand Sales", *Journal of Marketing Research* Vol. XLVII (October 2010), 866–882.

Ataman, B.A., van Heerde, H.J., and Mela, C.F. (2008) "The Long-Term Effect of Marketing Strategy on Brand Sales", *Marketing Science*, Vol. 27, No. 6, November–December 2008, pp. 1036–1054.

Zulfiqar, S., Shah, A. & Akbar, S. (2008). "Value relevance of advertising expenditure : A review of the literature", *International Journal of Management Reviews*, Volume 10 Issue 4 pp. 301–325

Nobuhiko, T. Et al (2011). The Effect of Media Advertising on Brand Consideration and Choice, *Marketing Science*, Vol. 30, No. 1, January–February 2011, pp. 74–91

Bambauer-Sachse, S., Hüttl, V. & Heribert, G. (2011) "Can Advertising Elements Improve Consumer Evaluations of Brand Extensions with a Moderate or Low Fit?" *Psychology & Marketing*, Vol. 28(2): 205–218



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Kim, J.B., Albuquerque, P. and Bronnenberg, B.J. (2011).  
"Mapping Online Consumer Search" *Journal of Marketing Research*  
Vol. XLVIII (February 2011), 13 –2.

Biehal, G.J & Sheinin, D.A (2007). "The Influence of Corporate  
Messages on the Product Portfolio" *Journal of Marketing*  
Vol. 71 (April 2007), 12–25.

### **Week 19 - The brand audit – understanding the present strategic position**

Lei, J., Dawar, N., & Lemmink, J. (2008). "Negative Spillover in Brand  
Portfolios: Exploring the Antecedents of Asymmetric Effects", *Journal of Marketing*, Vol.  
72, 111–123

Keller, K.L. & Webster, F.E. (2009). "The Branding Sweet Spot", *Marketing Management*,  
July / August 2009.

Besharat, A. (2010), "How co-branding versus brand extensions drive consumers'  
evaluations of new products: A brand equity approach" *Industrial Marketing Management*,  
39 (2010) 1240–1249.

Votolato, N.L, & Unnava, R. (2006). "Spillover of Negative Information on Brand  
Alliances", *Journal Of Consumer Psychology*, 16(2), 196–202.

Basu, K. (2006), "Merging Brands after Mergers", *California Management Review*, Vol 48,  
No4, Summer, 2006.

### **Week 20 - Revision**

### **Week 21 Examination**

### **Other Useful online Sources:**

ABI Inform  
EBSCO  
Elsevier  
Emerald  
ProQuest  
Swetswise



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