



MKT 3550: Brand Management

2023 Summer Session	
Total Class Sessions: 25 Class Sessions Per Week: 5 Total Weeks: 5 Class Session Length (Minutes): 145 Credit Hours: 4	Instructor: Staff Classroom: TBA Office Hours: TBA Language: English

Course Description:

This course introduces students to many different issues that relate to the successful strategic management of any brand (we will look at not only company/business brands, but also locations, institutions, ideas, and people as brands). This course introduces students to the management of any brand and aims to prepare aspiring marketing (predominantly) and other business students to the concept of strategic brand management in current business environment. Since the area of brand management is very vast, therefore, the course will focus a lot on branding in Asia, particularly in China, and branding Asian products worldwide. We review the tools, strategies, important cases in branding and marketing. There will be many opportunities for discussions, analysis of past and current strategies and approaches in brand management. Students will have many opportunities to gain valuable experience and use practical skills in developing and evaluating various brand management strategies.

Prerequisites:

A college courses in management and marketing required, with a grade of “C” or better and a course in consumer behavior (can be taken concurrently), strongly recommended.

Course Materials:

“The New Strategic Brand Management: Advanced Insights and Strategic Thinking” – Jean-Noël Kapferer, (2012), 5th edition, Kogan Page.

Other (highly recommended, yet strictly OPTIONAL) professional books (especially focusing on Asia, China, and branding):

“Advances in Chinese Brand Management” – edited by John M. T. Balmer (2017), 1st edition, Palgrave Macmillan

“Asian Brand Strategy: How Asia Builds Strong Brands” – Martin Roll, (2006), 1st edition, Palgrave Macmillan.



“From Chinese Brand Culture to Global Brands” – Wu Zhiyan, Janet Borgerson, and Jonathan Schroeder, (2013), 1st edition, Palgrave Macmillan.

“Consumption in China” – Lianne Yu, (2014), Polity Press, Malden, MA

“Advertising and Consumer Culture in China” – Hongmei Li, (2016), Polity Press, Malden, MA

“Brands and Branding” – edited by Rita Clifton and John Simmons (2009), 2nd edition, Bloomberg Press/The Economist.

“The Handbook of Brand Management” – David Arnold, Addison-Wesley (1992).

“Emotional Branding, the new paradigm for connecting brands to people” – Mark Gobé, Allworth Press (2001).

“Creating Brand Loyalty, the management of power positioning and really great advertising” – Richard D. Czerniawski and Michael W. Maloney, American Management Association (1999).

Other articles recommended (below, within the syllabus), by the instructor

Course Format and Requirements:

Class time will be used for a combination of lectures, class discussions, case analysis, written assignments, and student presentations. There will be a series of additional (optional) readings beyond the textbook, provided by the instructor.

Attendance:

Attendance at lectures is vital to get a thorough understanding of the material. This course also requires the reading of assigned material before attending the lecture, to facilitate meaningful high standard academic level class discussion and participation. Students are expected to be present and actively involved in class discussions.

Course Assignments:

Five Quizzes

Weekly quizzes will usually consist of short answer questions and or short essay questions. No make-up quiz will be given.

Exams (One Midterm and One Final)



Exams may not be taken early, made-up, or turned in late. Students must comply with all applicable instructions to receive credit. The exams will include discussion questions and case problems. During the exams, each student must work individually without consulting others.

A written course project - students will actively use their knowledge to present a project with the consultation with the instructor. The project might be done individually or in 2-4 persons groups.

Course Assessment:

Quizzes	-	20%
Midterm	-	20%
Course Project	-	25%
Final Exam	-	35%

Grading Scale (percentage):

A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
98- 100	93- 97	90- 92	88- 89	83- 87	80- 82	78- 79	73- 77	70- 72	68- 69	63- 67	60- 62	<60

Academic Integrity:

Students are encouraged to study together, and to discuss lecture topics with one another, but all other work should be completed independently.

Students are expected to adhere to the standards of academic honesty and integrity that are described in the Chengdu University of Technology's *Academic Conduct Code*. Any work suspected of violating the standards of the *Academic Conduct Code* will be reported to the Dean's Office. Penalties for violating the *Academic Conduct Code* may include dismissal from the program. All students have an individual responsibility to know and understand the provisions of the *Academic Conduct Code*.

Special Needs or Assistance:

Please contact the Administrative Office immediately if you have a learning disability, a medical issue, or any other type of problem that prevents professors from seeing you have learned the course material. Our goal is to help you learn, not to penalize you for issues which mask your learning.

Course Schedule:

Class 1: Chapter 1. Introduction



Topics: Review of the syllabus, introduction to the scope of the course and the overview of the textbook, including a short refresher of basic marketing terminology. Discussion of the individual/group project.

Read the textbook introduction: “Building the brand when the clients are empowered”

Optional readings:

“Imagining China, imagining brands,” by Kelly Tian and Lily Dong, in “Consumer-Citizens of China” (Open Access book, 1st edition (2010), Routledge, 20 pages (chapter 1), eBook: ISBN9780203840115.

“The destiny of a brand is in Your hand – Knowledge @ Wharton - Dec 09, 2015, podcast.

“Creating a multi-million-dollar brand: Stuart Weitzman on his shoe empire – Knowledge @ Wharton - Jan 10, 2018, podcast.

What is a Brand, Anyway?, by Jerry McLaughlin, *Forbes*, Dec. 21, 2011;
<https://www.forbes.com/sites/jerrymclaughlin/2011/12/21/what-is-a-brand-anyway/?sh=af3d1402a1b1>

Discover the Kantar BrandZ Most Valuable Global Brands:
<https://www.kantar.com/campaigns/brandz/global>

Best Global Brands 2021 - <https://interbrand.com/best-brands/>

Review: AMA Brand Perception Survey

Useful Trade/Industry Periodicals/Links:

www.adage.com

www.adweek.com

www.brandchannel.com

www.thinkwithgoogle.com

www.interbrand.com

Class 2:

Material: Current marketing and branding and the COVID-19 pandemic.



Topics: Discussion, based on several articles listed below, and upon individual experiences, of how the current business affected by COVID-19 pandemic might have affected marketing, consumer behavior and in consequence the brand management.

Optional Readings:

“Opportunities for brands during the COVID-19 crisis” by Jonathan Knowles et al., *MIT Sloan Management Review*, (2020), July.

“How COVID-19 will change the way we shop” – *Knowledge @ Wharton*, May 08, 2020, podcast.

“Brand’s communications in Covid-19. Social role during and after lockdown” by Patricia P. Iglesias-Sánchez, et al., (2022) *Cogent Social Sciences*, 8:1, 2053271, DOI: 10.1080/23311886.2022.2053271

“Marketing in the sharing economy” by Giana M. Eckhardt et al., *Journal of Marketing*, 2019, vol. 83 (5), pp. 5-27.

“Marketing in the age of Alexa,” by Niraj Dawar, *Harvard Business Review*, May 2018

Class 3:

Material: Chapter 1. Brand Equity.

Topics: Discussion of the definition and concept of a brand; how do we differentiate between brand assets, strength and value; how do we track and compare brand equity; what is the goodwill; how brands create the value for the customer and for the company; how do the corporate reputation affects the brand; reputation focus or brand focus; how do we go from managing the brand to managing **by** the brand. pollutants.

Required reading: Textbook – pgs. 7-29.

Optional Readings:

“Enhancing Brand Equity Through Sustainability: Waste Recycling,” - Suraksha Gupta, *Thunderbird International Business Review*, Vol. 58, No. 3 May/June 2016

“What Does Your Corporate Brand Stand For?” – Stephen A. Greyser and Mats Urde, *Harvard Business Review*, Jan-Feb. 2019, 81-88.

“Building strong brands in Asia: selecting the visual components of image to maximize brand strength” -

P.W. Henderson, et. al., *International Journal of Research in Marketing*, vol. 20 (2003) 297 – 313.

Class 4:

Material: Chapter 2. Strategic Implications of Branding.



Topics: Discussion and analysis of what does branding really mean; what does it mean that a brand is a genetic program; importance of constant nurturing the difference established; the brand “contract”; relationship between the product and the brand; the concept of “halo effect”; advertising and branding – interrelation and interdependence; concept of ‘flagship product’ in branding; brands and quality issues; what obstacles there might be in the implementation of branding; introduction to Asia’s branding culture.

Required reading: Textbook – pgs. 31-50.

Optional Readings/Cases:

“P&G: Providing Sustainable Innovative Products through Life Cycle Assessment Worldwide” - Raveesh Agarwal and Monica Thiel, *South Asian Journal of Business and Management Cases*, vol. 2, (1) 85–96 (2013)

“What are brands good for” – Niraj Dawar, *MIT Sloan Management Review* (2004), vol. 46 (1).

“Brand Coolness” - Caleb Warren, Rajeev Batra, Sandra Maria Correia Loureiro, and Richard P. Bagozzi; *Journal of Marketing*, 2019, Vol. 83(5) 36-56.

Class 5:

Material: Chapter 3. Brand and Business Models.

Topics: Application of basic business models to branding; how companies grow both the brand and business? What does it take to build a brand? What are the necessary steps and phases? Are all brands good for all companies; what are the benefits of being a brand; differentiating commodities through branding; an analysis of an example how to make a market leader without advertising; introduction to brand building; recognizing if the leading brands are the best products too, or the best value curve; understanding the value curve of the target audience; how can we back the brand by a specific business model.

Required reading: Textbook: pgs. 51-64.

Optional Readings:

“Cracking the Code on Brand Growth” – *Knowledge @ Wharton*, January 07, 2019, podcast

“Building Global Brands for Chinese Private-Owned Enterprises: Strategic Paths to Upgrade the Value Chain” – Suyeon No and Jooyoung Kwak, *Issues & Studies: A Social Science Quarterly on China, Taiwan, and East Asian Affairs*, Vol. 54, No. 2 (June 2018) 1850003 (27 pages)

“The Concept of Luxury Brands: Definition, Characterization & Categorization of Luxury Products & Brands” - Dr. Dr. Klaus Heine and his team at Upmarkit; www.upmarkit.com; Winter Semester 2006/2007. (PowerPoint Presentation).



“China’s brands, China’s brand development strategies, and corporate brand communication in China,” by John M.T. Balmer and Weifeng Chen, pp. 19-50 (chapter 2), in *Advances in Chinese Brand Management* edited by John M.T. Balmer and Weifeng Chen, (2017) Palgrave Macmillan

“Exploring brand management strategies in Chinese manufacturing industry,” by Fenfang Lin and Wai- Sum Siu, *Journal of Brand Management* (2020) 27: 48–76.

Class 6:

Material: Chapter 4. Brand Diversity: how specific are different sectors?

Topics: Analysis of different sectors of brands, e.g., luxury brands, service brands, pharmaceuticals, nature, towns, and countries as brands; business-to-business brands, internet-based brands, branding the universities and business schools; celebrities as brand icons.

Required reading - Textbook: pgs. 66-94.

Optional Readings:

“Luxury: The Essence of Luxurious Brands” by Sun Lei, first published in Modern Weekly, Business version, Brand Thinking Column, contact: E-mail: lei.sun@revobranding.com.

“Global Brands in the Context of China: Insights into Chinese Consumer Decision Making” - Al Rosenbloom, James Haefner, and Joong-won Lee, *International Journal of China Marketing* vol. 3(1) 2012.

“What becomes an icon most” – Douglas B. Holt, Harvard Business Review (2003).

“Children and their brands: how young consumers relate to brands” - Alberto Lopez and Rachel Rodriguez, *Journal of Consumer Marketing*, 35/2 (2018) 130–142.

“Observations: Understanding the world of international luxury brands: “the dream formula”, by Bernard Dubois and Claire Paternault, *Journal of Advertising Research*, July/August 1995, pp. 69-76.

Class 7:

QUIZ No. 1 (material from classes 1-6)

Material: Chapter 4. Brand Diversity, continued. (Non-textbook material).

Topics: Review and analysis of luxury brands, celebrities in branding, and deeper look at some Asian brands and their strategies.

Optional (strongly recommended) readings:

“Celebrity branding in Asia” by Martin Roll; in *Asian Brand Strategy, How Asia builds strong brands*, pp. 74-95 (chapter 5), (2006), Palgrave Macmillan.



“Asian brand strategy” by Martin Roll, in *Asian Brand Strategy, How Asia builds strong brands*, pp. 96-128, (chapter 6), (2006), Palgrave Macmillan.

“Successful Asian brand cases: Singapore Airlines, Amana Resorts, Shiseido, and Samsung” by Martin Roll, in *Asian Brand Strategy, How Asia builds strong brands*, pp. 129-160, (chapter 7), (2006), Palgrave Macmillan

“10 steps to build an Asian brand” by Martin Roll, in *Asian Brand Strategy, How Asia builds strong brands*, pp. 191-214, (chapter 9), (2006), Palgrave Macmillan.

“Luxury brand building in China: eight case studies and eight lessons learned” by Klaus Heine and Michel Gutsatz, pp. 109-132, (chapter 5), in *Advances in Chinese Brand Management*, edited by John M.T. Balmer and Weifeng Chen, (2017) Palgrave Macmillan.

“Management of a luxury brand: dimensions and sub-variables from the case study of LVMH” by Raye Carol Cavender and Doris H. Kincade; *Journal of Fashion Marketing and Management*, vol. 18 (2), 231-248 (2014).

Class 8:

Material: Chapter 5. Managing Retail Brands.

Topics: Analysis and discussion of the evolution in the retail and distribution sectors; how do we deal with distributors’ own brands (DOB’s); what is the financial equation of the distributor’s brand; description and analysis of three stages of the distributors’ own brand (DOB); the example of the French sport retailer – Decathlon; what the factors of success of DOB’s brands; analysis of the eight steps in launching the store’s (own) brand; how do we optimize the store brand marketing mix; how trade brands become ‘real’ brands; possible overabundance of retail brands.

Required readings: Textbook: pgs. 95-117.

Optional readings:

“Marketing decisions in China: positioning, branding and marketing mix” by Christiane Prange, in *Market Entry in China* edited by Christiane Prange (2016), pp. 17-26, Springer International

“IKEA in China: A “glocal” marketing strategy” by Veronica Guinta, in *Market Entry in China* edited by Christiane Prange (2016), pp. 73-94, Springer International.

“China’s retailing graveyard: a case study of TESCO” by Pauline Cosijn, in *Market Entry in China* edited by Christiane Prange (2016), pp. 95-106, Springer International

“Nostalgia Is Not Enough: Why Consumers Abandon Legacy Brands (Retail)” – *Knowledge @ Wharton*, Mar 25, 2019

Case: “Apple in China” by Mary B. Teagarden, (2016) – *Thunderbird School of Global Management*, A04-16-0003.

“The images of foreign versus domestic retailer brands in China: a model of corporate brand image and store image” by Zhibin Lin and Xinming He, pp. 289-315, (chapter 13) in *Advances in*



Chinese Brand Management, edited by John M.T. Balmer and Weifeng Chen, (2017) Palgrave Macmillan.

Class 9:

Material: Chapter 6. The New Brand Management.

Topics: Discussion of the general limits of a certain type of marketing; the end of brands as we know them and why; how the brands will be relevant and managed in the future; what are the tomorrow's brands; what are the new key words for strategic brand management; (new) targeting for the new strategic brand management; the development of brands' activism.

Required readings – Textbook: pgs. 121-132.

Optional Readings:

“It’s all about the brand: place brand credibility, place attachment, and consumer loyalty” by Bernd F. Reitsamer and Alexandra Brunner- Sperdin, *Journal of Brand Management* (2021) 28: 291–301

“Marketing to Digital Natives: How Brand Loyalty Is Changing” – *Knowledge @ Wharton* - Sep 19, 2018, podcast

“Five Ways Brands Are Changing Their Playbooks to Win” – *Knowledge @ Wharton*, Jan 07, 2020, podcast.

“How global brands incorporating local cultural elements increase consumer purchase likelihood, an empirical study in China” by Jiaxun He and Cheng Lu Wang, *International Marketing Review*, Vol. 34 No. 4, 2017, pp. 463-479.

“Consumers and brands across the globe: research synthesis and new directions” Zeynep Gurhan-Canli, Gülen Sarıal-Abi, and Ceren Hayran, *Journal of International Marketing*, Vol. 26, No. 1, 2018, pp. 96–117.

Class 10:

Material: Chapter 6. The New Brand Management, continued.

Topics: Adapting branding to new market realities; new realities of business to consumer marketing; analysis of the power of business model; how do we build brand at various contact points now; enlarging the scope of brand management; concept and importance of brand content; co-branding usage.

Required readings – Textbook: pgs. 133-147.

Optional Readings:



"Walt Disney World as a Model for Brand Marketing: An IMC Approach to Build Brand Loyalty" (2021), Sarah Camille Blankenship, Honors Theses. 1806., https://egrove.olemiss.edu/hon_thesis/1806, 65 pgs.

"Building brands together: emergence and outcome of co-creation," by Nicholas Ind et al., *California Management Review*, 2013, 55 (3).

"Brand management and the world of the arts: collaboration, co-operation, co-creation, and inspiration" by Carsten Baumgarth; *Journal of Product & Brand Management*, 27/3 (2018) 237–248

"Strategic brand management in and through sport" by Argyro Elisavet Manoli, *Journal of Strategic Marketing*, DOI: 10.1080/0965254X.2022.2059774.

"When AI becomes the new face of your brand" – James H. Wilson et al., *Harvard Business Review*, June 2017.

Class 11:

Material: Chapter 7. Brand Identity and Positioning.

Topics: Analysis of the importance of brand identity and positioning; what are the important six facets of brand identity; the sources of brand identity – the brand DNA; analysis of current brand platforms; how do we go from good brand platform to good/successful product lines.

Required readings – Textbook: pgs. 149-177.

Optional readings:

"Branding – the driver of a successful business strategy" by Marin Roll; in *Asian Brand Strategy, How Asia builds strong brands*, pp. 13-30 (chapter 2), (2006), Palgrave Macmillan.

"The 2008 Beijing Olympics Opening Ceremony: Branding China for the world" pp. 78-109, (Chapter 3), in *From Chinese brand culture to global brands*, by W. Zhiyan, J. Borgerson, and J. Schroeder, (2013) Palgrave Macmillan.

In Focus: "What Does Your Company Brand Stand For?" by Brook Calverley of People-Made, 19 minutes audio; <https://bookboon.com/premium/books/in-focus-what-does-your-company-brand-stand-for>

"Positioning strategies of international and multicultural-oriented service brands" by Charles Blankson and Stavros P. Kalafatis, *Journal of Services Marketing*, 21/6 (2007) 435–450.

"Corporate heritage brands, augmented role identity and customer satisfaction" by John M.T. Balmer and Weifeng Chen, *European Journal of Marketing*, Vol. 51 No. 9/10, 2017, pp. 1510-1521.

Class 12:

QUIZ no. 2 (material from classes 7-11)

**Material: Chapter 8. Launching the Brand.**

Topics: Discussion and analysis of the difference between launching a product versus launching a brand; defining the brand's platform; the economics of good brand positioning; concept and importance of flagship product; importance of choosing a good name for strong brand; how do we create brand awareness; distinguishing the difference between a brand campaign versus a product campaign; supporting the brand by different methods and tools of communication; building brand authority through opinion leaders and communities.

Required readings – Textbook: pgs. 181-193.

Optional readings:

“Luxuriously succeeding in China,” by *Singapore Management University*, Nov. 2019, 4 pgs.
<https://ink.library.smu.edu.sg/pers/519>

“China Market Entry Strategy of Paris Baguette” by Sungmin Ryu, Woojung Jang, and HyeJeong Cho, *Journal of Business Case Studies* – (2014), vol. 10, no. 2; 10 pgs.

In Focus: “Building a Brand with Content Marketing”, by Joe Pulizzi, 26 minutes audio;
<https://bookboon.com/premium/books/in-focus-building-a-brand-with-content-marketing>

Case: “Co-create a smart phone brand with consumers via social media; a case study of Xiaomi in China,” by Sophie Yang and Anna Wos, pp. 27-34; in *Services Marketing Cases in Emerging Markets, an Asian Perspective*, edited by Sanjit Kumar Roy, Dilip S. Mutum, and Bang Nguyen (2019), Springer.

Class 13:**MIDTERM (chapters 1-8)****Class 14:****Material: Chapter 9. Growing the Brand.**

Topics: Discussion and analysis of tools to grow the brand; growth through existing customers; using line extensions; using innovation; analysis of the success factors for innovation; concept of value innovation – ‘blue ocean;’ managing fragmented markets; shift to cultural innovation (cultural diversity); use of cross-selling between brands; internationalization of brands.

Required readings – Textbook: pgs. 195-212.

Optional readings:



Expert Talk: “Brand Development and Storytelling” by Biana Kovic;

<https://bookboon.com/premium/books/expert-talk-brand-development-and-storytelling> 50 minutes audio

“The CEO of Levi Strauss on leading an iconic brand back to growth” by Chip Bergh, July-August 2018, *Harvard Business Review*, pp. 34-39.

“Social Media Ties Strategy in International Branding: An Application of Resource-Based Theory” by Hongzhi Gao, Mary Tate, Hongxia Zhang, Shijiao Chen, and Bing Liang; *Journal of International Marketing*, Vol. 26, No. 3, 2018, pp. 45–69.

“The Charlotte Hornets: Resurrecting a Brand - Rescuing a Franchise” by Timothy E. Burson, William L. Sparks, and Bradley W. Brooks (all Queens University of Charlotte), *Journal of Case Studies* Nov. 2018, Vol. 36, No. 2, p. 163-172, www.sfcrcjcs.org.

“The Lobster Mac ‘n’ Cheese Mystery: Why Brands Mix High with Low” – Knowledge @ Wharton, March 4, 2020, podcast.

Class 15:

Material: Chapter 10. Sustaining a brand long term.

Topics: Discussion and analysis how brands (such as Oreo that has 110 old legacy) can last so long; deliberating if there is a brand life cycle; how can a brand can resist the pressure of heading low-cost; need to nurture the perceived (competitive) difference; importance of investing in various media communication; fighting discounts’ competition; cost control; using education and innovation; use of entry barriers (to the competitors); how to succeed in trading up; how to unlock the secrets of super-premium brands; brand equity vs. customer equity – the interdependence; staying close to trendsetters; should the brands follow their customers and why?

Required readings – Textbook: pgs. 214-240.

Optional Readings (case):

“Win the brand relevance battle and then build competitor barriers” – David A. Aaker, *California Management Review*, (2012), 54 (2).

“How to save your brand in the face of crisis” – Gita V. Johar et al., *MIT Sloan Management Review*, (2010), 51 (4).

Class 16:

Material: Chapter 11. Brands and Products.

Topics: Analysis what is better, bigger or better brands; how do we go from reassurance to stimulation of desire (to buy); distinguishing consistency and repetition; how brands and products integrate and differentiate; overview of specialist brands and generalist brands; how to



build brand through coherence; analysis of three layers of a brand: kernel, codes, and promises; how each product builds a masterbrand.

Required readings – Textbook: pgs. 242-261.

Optional Readings:

“Five ways to design products customers love” – Dorothy Leonard, *Harvard Business Review*, November 2017.

“The danger of touting the product as the best” – Jingjing Ma and Neal J. Roese, *Harvard Business Review*, October 2014.

“Six myths of product development” – Stefan Thomke and Donald Reinersten, *Harvard Business Review*, May 2012.

Expert Talk: “Three Lessons I learned at Moleskine” by Erik Fabian - Upright Brand; 26 minutes audio; <https://bookboon.com/premium/books/expert-talk-three-lessons-i-learned-at-moleskine>

Expert Talk: “Weight Watcher's Rebrand to WW” by Erik Fabian – Upright Brand, 31 minutes audio; <https://bookboon.com/premium/books/expert-talk-weight-watchers-rebrand-to-ww>

Class 17:

QUIZ no. 3 (material from classes 12-16).

Material: Chapter 12. Growth through brand extensions.

Topics: Analysis of brands extensions impact; deciding whether to extend the brand or line; the limits of the classical conception of a brand; why the brands extensions might be necessary; analysis of Nivea brand extensions; how to identify and economize potential brand extensions; how extensions impact the brand; how to avoid the risk of dilution; how to balance identity and adaptation to the extension market segments; how to prepare the brand for ‘remote’ extensions.

Required readings – Textbook: pgs. 264-292

Optional readings:

“Increase Your Brand Visibility” by Meredith Bell, 37 minutes audio; <https://bookboon.com/premium/books/increase-your-brand-visibility>

Expert Talk: “Company Branding Lessons” interview with Douglas Commaille, by Nat Schooler; 54 minutes audio; <https://bookboon.com/premium/books/expert-talk-company-branding-lessons>

Case: “Disney’s Fight to Keep Mickey: by Jacob D. Hartman, *Chicago Booth Stigler Center* case no. 3, November 2017. (15 pgs.)

Class 18:

**Material: Chapter 12. Growth through brand extensions, continued.**

Topics: Review and analysis of practical framework for evaluating extensions; what are the keys to successful brand extensions; how to succeed at vertical brand stretching; use of partnership and licenses; analysis of an extension-based business model: Virgin (and Mr. Branson); how the extension execution might not work – example of easyCar.

Required readings – Textbook: pgs. 293-307.

Optional Readings:

“5 Keys to Creating Consumer Desire, by Ben Kunz, *Marketing News*, Dec. 5, 2019

“Can Kraft Heinz Catch Up with Its Changing Market?” – *Knowledge @ Wharton*, Mar 12, 2019, podcast

“Why Major Brands Are Becoming More Size Inclusive” – *Knowledge @ Wharton*, Jul 17, 2019, podcast

TED Talks: “How to enhance and expand a global brand” by James Curleigh, the President of the Levi’s brand, Oct. 2013:

https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand

Case: “Häagen-Dazs China: the luxury icing on the cream” by David Newlands and Monali Hota, pp. 77-88; in *Services Marketing Cases in Emerging Markets, an Asian Perspective*, edited by Sanjit Kumar Roy, Dilip S. Mutum, and Bang Nguyen (2019), Springer

Class 19:**Material - Chapter 13. Brand Architecture.**

Topics: Discussion of types of brands and main types of brand architecture; how to choose the appropriate branding strategy; how to internationalize the architecture of the brand; analysis of some classic disfunctions; how to name the new products; how do we do branding in B2B organizations and subsidiaries; how do we do corporate branding and what is the impact of corporate brands and products.

Required readings – Textbook: pgs. 309-346.

Optional Readings:

“Brand portfolio strategy and brand architecture: a comparative study” by Elisio Carolino Sousa Santos Junior, (2018), *Cogent Business & Management*, 5:1, 1483465, DOI: 10.1080/23311975.2018.1483465



“China’s brands, China’s brand development strategies, and corporate brand communication in China” by John M.T. Balmer and Weifeng Chen, pp. 19-50 (chapter 2), in *Advances in Chinese Brand Management* edited by John M.T. Balmer and Weifeng Chen, (2017) Palgrave Macmillan.
“B2B brand architecture” – Steve Muylle et al., *California Management Review* (2012), 54 (2).

Class 20:

QUIZ no. 4 (material from classes 17-19).

Material - Chapter 14. Multi-Brand Portfolios.

Topics: Understanding how and why rationalize portfolios; analysis of Michelin as a prime example; the benefits of multiple entries in the market; linking the brand portfolio to market segmentation; how do we develop global portfolio strategy; industrial brand portfolio cases; what are the key rules to manage the multi-brand portfolio; the growing role of design in portfolio management; how to strategically audit the brand portfolio; understanding the essence of portfolio management – allocating investments according to brand potential; how do we handle brand deletion to preserve the business; analysis of Nestlé brand portfolio management, as an example.

Required readings – Textbook: pgs. 347-366.

Optional Readings:

“Coca-Cola In China: Will their brands survive in this challenging market?” by Patricia Schnitger, in *Market Entry in China* edited by Christiane Prange (2016), pp. 183-196. Springer International
“Heritage branding orientation: The case of Ach. Brito and the dynamics between corporate and product heritage brands” by Fernando Pinto Santos, Mario Burghausen, and John M.T. Balmer, (2016), *Journal of Brand Management*, vol. 23, 1, 67–88.
“Which products should you stock” – Marshall Fisher and Ramnath Vaidyanathan, *Harvard Business Review*, November 2012

Class 21:

Material - Chapter 15. Handling Name Changes and Brand Transfers.

Topics: Understanding the reasons for brand transfers and overview of the best practices; example of transferring a service brand; impact of corporate M&A, how soon after an acquisition should the name change, if any; how do we manage potential resistance to change; what are the factors of successful brand transfers; how do we handle changing the corporate brand.

Required readings – Textbook: pgs. 367-385.

**Optional Readings:**

“A case for brands as assets: acquired and internally developed” by Roger Neville Sinclair and Kevin Lane Keller, (2014), *Journal of Brand Management*, vol. 21, 4, 286–302

“Brand name translation model: a case analysis of US brands in China, by Lily C. Dong and Marilym M. Helms, pp. 155-177, (chapter 7), in *Advances in Chinese Brand Management*, edited by John M.T. Balmer and Weifeng Chen, (2017) Palgrave Macmillan.

“How to Name Your Brand, Name a Brand, Products or Services Without a Marketing Firm” by Jennifer McFarland, <https://bookboon.com/premium/books/how-to-name-your-brand>, 19 minutes audio.

“LEGO and the system of intellectual property 1955-2015” by Dan Hunter and Julian Thomas; Electronic copy available at: <http://ssrn.com/abstract=2743140>, 21 pgs.

“When and why does the name of the brand still matter? Developing the temporal dimension of brand name equity theory” by Griff Round and Stuart Roper, *European Journal of Marketing*, Vol. 51 No. 11/12, 2017, pp. 2118-2137.

Class 22:**Material – Chapter 16. Brand Turnaround and Rejuvenation.**

Topics: Learning about the decay of brand equity and what are the factors that lead to decline and deletion, so the brand becomes a ‘generic;’ how to prevent the brand from ageing and deletion; how to revitalize an old brand successfully; how the brand can grow older but not age!

Required readings – Textbook: pgs. 387-403.

Optional Readings:

“Why great new products fail” – Duncan Simester, *MIT Sloan Management Review*, (2016), 53 (3).

“Kering’s CEO on finding the elusive formula for growing acquired brands” – Francois-Henri Pinault, *Harvard Business Review*, March 2014

Emotional Rescue: How Brands Can Create Stronger Customer Bonds – *Knowledge @ Wharton*, Nov 09, 2018

“Mattel’s second attempt to crack the Chinese market: will China embrace the American Barbie doll this time?” by Britt Kuehne, in *Market Entry in China* edited by Christiane Prange (2016), pp. 147-165. Springer International

Class 23:**QUIZ No. 5 (material from classes 20-22)**

**Material: Chapter 17. Managing Global Brands.**

Topics: Analysis of going global then to post-global and turning back to ‘local’; how to deal and fight counterfeits of products and brand logos; what are the patterns and benefits of brand globalization; what are the benefits of global image; what are the conditions that favor global brands; anti-globalization and barriers to globalization affects on brands; naming issues and problems; navigating skillfully the local-global balance; how to fight against the local brands; the process of brand globalization; impact of globalizing brand communication and potential issues and problems; how to make local brands conversion.

Required readings – Textbook: pgs. 405-438.

Optional Readings:

“Global Brands in the Context of China: Insights into Chinese Consumer Decision Making” by Al Rosenbloom, James Haefner, and Joong-won Lee, *International Journal of China Marketing* vol. 3(1) 2012.

“Should Have I Bought the Other One?” Experiencing Regret in Global Versus Local Brand Purchase Decisions” by Vasileios Davvetas and Adamantios Diamantopoulos; *Journal of International Marketing*, Vol. 26, No. 2, 2018, pp. 1–21.

“Branding Trends in Asian Markets” by Diederich Bakke, in *Multinational Management - a Casebook on Asia’s Global Market Leaders*, edited by Rien T. Segers, Springer (2016); ISBN 978-3-319-23011-5 ISBN 978-3-319-23012-2 (eBook), DOI 10.1007/978-3-319-23012-2; pp. 311-329.

Case: “Kolon FnC’s Global Expansion Strategy” by Dr. Hyojung Kim et al., *Asian Case Research Journal*, vol. 21, (2), pp. 253–280 (2017)

“Shanghai Tang: A Chinese luxury brand with global ambitions” pp. 110-150, (chapter 4), in *From Chinese brand culture to global brands*, by W. Zhiyan, J. Borgerson, and J. Schroeder, (2013) Palgrave Macmillan.

Class 24:**Presentation of the course project (individual or group assignment)****Material: Chapter 18. Financial Valuation and Accounting for Brands (Wow! Money, at last!).**

Topics: Discussion of what the brands are truly worth; what is the proper accounting for brands; what is the financial brand equity; evaluating different brand valuation methods used; examples of some evaluation complex cases; how the brand values are portrayed in media; what is the



unintended impact of the IFRS (International Financial Reporting Standard) norms on brand valuations; how to evaluate financially the cost of an image prejudice (case of counterfeits).

Required readings – Textbook: pgs. 441-468.

Optional Readings:

“The valuation of trademarks and digital branding” by Roberto Moro Visconti, electronic copy available at: <https://ssrn.com/abstract=3534037>, 21 pgs.

“Miu Diffuses Prada: Coupling Country-of-Origin versus Country-of-Manufacture Effects with Brand Authenticity and Contagion”, by Anshu Saxena Arora et al., *Journal of International Consumer Marketing*, 2016, vol. 28, no. 4, 228–250, <http://dx.doi.org/10.1080/08961530.2016.1148655>

“Counterfeit versus original patronage: Do emotional brand attachment, brand involvement, and past experience matter?” by Xuemei Bian and Sadia Haque, *Journal of Brand Management* (2020) 27: 438–451.

Class 25:

Review for Final Exam, Q&A

FINAL EXAM (Cumulative): TBA