



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Brand Management

PROF. ROSSELLA GAMBETTI; PROF. SHARIFAH ALWI

Course aims and intended learning outcomes

The course will deal with brands and branding from a critical and contemporary perspective that looks at the brand and related management issues in the frame of a complex and fast evolving market, technological and socio-anthropological scenario that continuously challenges the brand to change and redefine its role for consumers, companies and the society.

The course aims to provide students with a critical glance on contemporary brand management that reflects on how today brands, consumers, technology and culture are subtly interwoven and rapidly co-evolving.

The course will develop a cross-disciplinary approach that combines basic and advanced conceptual foundations with up-to-date managerial issues and challenges that the brand must confront to face reality.

At the end of the course, students will be able to critically understand the world of the brand and how the brand is currently an asset that is owned by both consumers and the company. Moreover, students will develop knowledge and competences on how to strategically define brand identity and positioning and how to consequently actualize the points of difference of the brand into actionable, valuable and effective consumer engagement initiatives that expand the social and economic value of the brand in the marketplace.

The course will also develop student ability to work in groups to resolve difficult and practical, applied issues emanating from a business case analysis and demonstrate oral and written communication skills in the form of group presentations.

Course content

FIRST MODULE: Prof. Rossella Gambetti

The following main topics will be covered:

- The scenario that the brand must confront
 - Evolving consumers: craft consumers, working consumers, prosumers, proams.
 - Evolving communication modes, technologies, touch-points and social spaces.
- The basic of brand and brand management
 - The concept of brand today.
 - Brand identity, consumer insight and brand positioning.
 - Brand equity.
- Brand management in the firm
 - Characteristics and role of the brand manager (responsibilities, tasks and relationship management with communication agencies and research institutions).
 - Managing the brand portfolio.
- The new challenges of consumer-brand relationships
 - Understanding consumer-brand relationships in digital social media contexts.
 - Leveraging on new forms of consumer networking (instant networking, consociality).
 - Bonding with consumers (consumer-brand engagement, consumer empowerment and how it gets reflected in actions consumers take in favor, against and beyond the brands).
 - Liquid consumer entrepreneurship as a new challenge for brands.



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SECOND MODULE: Prof. Sharifah Alwi

The following main topics will be covered:

- Consumer behavior, segmentation and brand positioning process
 - Understanding consumer insights through mental maps.
 - Designing brand messages, appeals for different segments.
 - Identifying and apply the concept of Points-of-parity (POP) and points-of-difference (POD) to a brand.
 - Relate core brand values and building brand positioning in different markets or contexts.
- Luxury brands and luxury brand management
 - Understand what creativity element in luxury brand is and how does creativity enhance brand differentiation in luxury context.
 - Introduces the material, symbolic and experiential dimensions of luxury.
 - Identify major sectors in the luxury industry: Fashion, Perfumes and Cosmetics, Wine and Spirits, Watch and Jewelry and Automobiles
 - Identifying and understanding the next major markets for the luxury brands: China and several markets within the developing economies in South-East Asian region
 - Understanding how segmenting, targeting, positioning (STP) and Marketing mix work in the luxury brand context.
 - Using several case studies, a comparison of luxury brand consumption across several continents parts of the world in particular, emphasis will be made on South-east Asian perspective, Europe & Middle east).
- Beyond product/service brand: Introducing corporate brand and corporate brand management
 - A new and fresh thinking of how to differentiate a brand using company or corporate brand.
 - Explain the different ways of brand positioning within corporate branding perspective e.g. from extending the marketing logic to embracing corporate citizenship and societal branding.
 - Appreciate the main objective of corporate branding - to achieve long term corporate brand equity and sustainable business performance
 - Acknowledge the corporate brand challenges and addressing it to a myriad of stakeholder.
 - Illustrate how corporate brand could be used at several levels (product, service, Internet/digital as well as small, medium and large corporations)..

Reading list

Attending students

References and other course material for attending students will be provided by Prof. Gambetti and Prof. Alwi both at the beginning and throughout their modules.

Non-attending students

J.N. KAPFERER, The new strategic brand management: creating and sustaining brand equity long term, Kogan Page, London, 2008, Fourth Edition, Chapters: Introduction, 1, 7, 8, 9, 10, 12, 13, 14 and 17.

S. FOURNIER-M. BREAZEAL-J. AVERY (Eds.), Strong brands, strong relationships, Routledge, New York, 2015, Chapters: 1, 10, 11, 12, 13, 14, 19 and 26.



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Teaching method

The course will be based on critical interactive lessons, group case study discussions, digital and video material, a field trip in the city brand environment and a group project work facing a real company issue. Some brand management experts may be invited as guest speakers to provide their points of view on the current brand challenges.

Assessment method and criteria

The exam for attending students will consist of four parts relevant to four distinct assignments that each student is required to take either in a group or on an individual base:

- a group in-class presentation relevant to a field trip visit in the Milan city environment and related assignment (20% of the final grade);
- a group in-class presentation relevant to a project work facing a real company challenge (40% of the final grade);
- a group presentation following a critical analysis and group discussion of an identified relevant business case (20% of the final grade);
- a final individual written test composed of two open-ended questions (20% of the final grade).

No mid-term exam is scheduled.

The evaluation of the four assignments that constitute the exam of this course will consider: 1) critical understanding of contents provided during the course and capacity to identify and illustrate links between concepts; 2) actionability of ideas and principles, that is capacity to apply conceptual principles learned in the course to current, real brand-related issues at the company level; 3) creative ability to develop credible, distinctive and valuable ideas that are internally consistent, coherent with the external brand issue they face, and effective in supporting brand management problem solving.

The exam for non-attending students will consist of a written test based on two open-ended questions relevant to the reading list for non attending students. The evaluation of the written test for non-attending students will consider: 1) their understanding of the questions and capacity to critically describe and debate the studied concepts in the most coherent and thorough way; 2) their capacity to identify and illustrate links between concepts.

Notes and prerequisites

Attending students who are interested in elaborating a thesis in Brand management will be invited for a meeting scheduled after the end of the course. Details of this meeting will be announced in class as well as published in the Bacheca Avvisi of the personal web page of the professor on the UCSC website.