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UNIVERSITAT POLITÈCNICA  
DE CATALUNYA  
BARCELONATECH

# **UNIVERSITY MASTER'S PROGRAM IN MARKETING MANAGEMENT**

**CORPORATE BRANDING.  
TEACHING GUIDE  
2022-2023**



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## GENERAL DETAILS

<b>Name:</b>	Corporate branding
<b>Code:</b>	801529
<b>Academic Year:</b>	2022-2023
<b>Degree:</b>	University Master's Program in Marketing Management
<b>Number of credits (ECTS):</b>	5
<b>Requirements:</b>	No previous requirements
<b>Location in the curriculum:</b>	2022-2023   First quarter
<b>Date of latest revision:</b>	January 2023
<b>Lecturers in charge:</b>	Prof. <sup>a</sup> Ana Varela Prof. Miquel Campmany

### 1. GENERAL DESCRIPTION

The interest and importance of brand management in organisations has developed exponentially since its origins in the 30s, when P&G created and defined the “Brand Management” concept to optimise its internal organisation and resources in the marketing area. The concept has continued to be applied in most companies, especially in FMCG, until today, when most brands are facing a new global, digital and highly changing environment, in which some of the traditional rules are beginning to be questioned, and a strategic vision is more and more necessary.

Indeed, the best academic works on which the traditional theory on brand management is based were developed in the last quarter of the 20th century and focus basically on massive-consumption products and market categories, and often exclusively from the perspective of the marketing area. The enormous development of other markets such as services, technology, B2B, pharma, NGOs... requires new approaches that may enable brand managers to better understand their reality and their options to develop winning strategies, much less focused on tangibilities than on their origins.

It is in this type of economy, often referred to as “the Economy of the Intangible”, where brands become increasingly more important as the most valuable asset of most organisations, as brands are their main source of differentiation and value for all their stakeholders, both internal and external. Thus, brand management often exceeds the more commercial and tactical spheres to become one of the top strategic areas in organisations, inching ever closer to top management and multinationals' headquarters.

Moreover, the digital revolution give voice to clients and consumers (among other audiences), granting them the power to accelerate and influence enormously on their brands' success or failure: brand managers no longer hold an exclusive control over them, the impact of traditional communication is reduced, and the opinion of external audiences acquires a great specific weight in the process. But in addition, in a globalised and highly changing environment such as our current one, the imperious need for a clear and coherent voice for brands and their realities make it increasingly necessary that there is a strategic vision and management capable of reacting, quickly

and rigorously, to any crisis that may happen: new realities, new competitors, new problems, whatever their origin may be.

Therefore, together with traditional concepts on Brand theory and Management such as Brand Definition, Brand Portfolio and Architecture, Identity, Image, Attributes, Strategy and Positioning, other concepts such as Corporate Brand, Internal Brand, Reputation, Confidence/Trust, Purpose, Values, Ideology, Personality, Crisis Management, Brand Experience, Digital Environment, the so-called “White Labels”, Co Branding, Innovation and so on, gain increasing importance...

The subject of Corporate Branding will look at brands from a strategic, holistic, dynamic and global perspective with the purpose of helping students understand their vital importance within the reality of organisations. The subject area embarks on a theoretical and practical journey that will look at the basic principles of corporate branding, the process of brand creation and management, verbal and visual identity, brand value, positioning, brand image and reputation, brands in the digital world, as well as the role of stakeholders and their brand experience.

Over the 8 sessions, students will analyse, identify, understand and determine which are the factors that make a brand to be relevant and to generate value, to inspire us and move us to action. To this end, we will use the practical case methodology and will develop a brand strategic management program for goods or services, both new and existing.

## 2. OBJECTIVES

- To understand the basic principles of corporate branding.
- To analyse the success factors of relevant brands.
- To encourage critical, analytical and reflexive skills with regard to corporate identity.
- To determine and integrate brand values with verbal and visual identity in the brand creation process.
- To understand the relationship and differentiation between corporate identity, positioning, brand image and corporate reputation.
- To provide a comprehensive knowledge of the process of brand creation and strategic management in accordance with market trends, the digital environment and the interests of stakeholders.
- To understand the importance of brand experience as a key opportunity for differentiation and customer satisfaction.

### 3. CONTENTS

UNIT 1. Introduction to brands. Brands in organisations

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UNIT 2. Managing Brand Strategy. Identity and image

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UNIT 3. Creation and definition of key brand meanings

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UNIT 4. Customer Journey and Life Cycle

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UNIT 5. Implementing brand strategy. Brand experience and communication

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UNIT 6. Current challenges in brand management

## UNIT 1. INTRODUCTION TO BRANDS. BRANDS IN ORGANISATIONS

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### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand the origin, meaning and importance of brands.
- Differentiate between products and brands.
- Distinguish between the relevance and utility of brands for organisations and consumers.
- Identify the key aspects of powerful brands.
- Understand the function of brands for organisations: identification, differentiation.
- Analyse the different assets of brands: name, logo, symbol, icon, and their attributes.
- Reflect on the need for coherence.
- Differentiate between commercial brands and product brands.
- Describe the different brand typologies in organisations and understand the various brand architectures. Pros and cons.

### Content

1. What is a brand? Definition and origin.
2. Product vs brand.
3. Growing usefulness and importance of brands.
4. Brands as assets of organisations and their value.
5. Names, symbols and logos.
6. Organisation and hierarchies: portfolio and brand architecture.
7. Corporate brands and commercial brands.

## UNIT 2. MANAGING BRAND STRATEGY. IDENTITY AND IMAGE

### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand what the brand management process entails.
- Identify the different brand management strategies and the main aspects to be taken into account when choosing one or the other.
- Get to know the different approaches to the brand value.
- Know how to differentiate between the brand's financial value for the organisation and the brand value for the consumer.
- Discuss the concept of Brand Equity.
- Identify the different attributes that add value to brands: awareness, relevance, preference, loyalty, recommendation...
- Get to know the different models of brand attributes and the brand image building process. Understand the concept of reputation.

### Content

1. Brand management. What makes a valuable brand? Brand power and competitive advantage.
2. Brand equity and brand value. Awareness, relevance, preference and loyalty.
3. Identity strategy: meanings, attributes, values and personality. Brand essence and positioning. Differentiation and competitive advantage.
4. Brand image. Reputation.

## UNIT 3. CREATION AND DEFINITION OF KEY MEANINGS

### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand what a map of meanings is and how to build it.
- Apply the process that leads to the definition of a brand's vision and purpose.
- Get to know the different dimensions on which a brand is built and what meanings fit better on each one of them.
- Use the archetypes tool to identify or establish brand personalities.
- Develop a strategic thinking to enable the transfer of a brand's strategy to the different identity elements.

### Content

1. The map of meanings.
2. Defining the essence: from the brand belief to the brand purpose.
3. Building the different dimensions of the brand.
4. Archetypes as the vehicle to define the brand's personality.
5. Configuring identity's key elements.

## UNIT 4. CUSTOMER JOURNEY AND LIFE CYCLE

### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand the consumer journey and the stages that make it up, together with how to apply it in order to identify the barriers and the opportunities to which the brand will have to respond in order to build its relationship with consumers.
- Use Keller's brand equity model, a tool that defines the various levels on which a brand is built and how a communication plan should adapt to such reality.
- Understand the main metrics and their indicators so as to be able to track a brand's growth, power and richness of meanings.

### Content

1. Consumer journey. Stages.
2. Keller's brand ladder as a tool to track a brand's building.
3. Models to measure the strength of brands. Main metrics.

## UNIT 5. IMPLEMENTING BRAND STRATEGY. BRAND EXPERIENCE AND COMMUNICATION

### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand that brands are perceptions built in the consumer mind.
- Analyse a model of brand image building starting from the design of a desired identity and its transmission through what the organisation "does" and what it "says".
- Discuss how communication and brand experience contribute to brand development.
- Identify the role of the different stakeholders in the brand building processes.

### Content

1. Identity vs perception.

2. Analysis of stakeholders and the brand's public objectives. Internal audiences.
3. Communication strategy: "Communication as a promise".
4. Importance of brand experience: "what we do" as a reality.

## UNIT 6. CURRENT CHALLENGES IN BRAND MANAGEMENT

### Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Form an opinion about the great changes in the way in which in the last decade brands are built.
- Identify the main threats facing a brand manager.
- Use the leverage that makes brands grow and remain solid within the space-time axis.

### Content

1. Globalisation: managing global brands in times of 'kilometre zero'.  
Commoditization of brands: the surge of retail brands and marketplaces.
2. The loss of control in the building of meanings: the role of citizens in the cocreation of a brand.
3. A new way to manage reputation within a context of information transparency and ultra-connection.

## 4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School-UPC's learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected in a master's degree and the digital context:

### LEARNING BY PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations or challenges posed during classes.

### CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content of the different subjects.

### INTERACTIVE CLASSES

The teaching sessions will take place based on continuous interaction between the students and the lecturers, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations.

## ONLINE TUTORIALS

Personalised online sessions will be programmed to solve doubts and lend support to the different assignments and exercises posed during the course.

## 5. ASSESSMENT

According to the Bologna Process, the model rewards the student's constant and continued effort. 60 % of the mark is obtained through continuous assessment of the managed activities, and the remaining 40 % from the final exam, which is held in a single sitting.

The subject's final mark (FM) will be calculated according to the following formula:

- $FM = \text{Final Exam Mark} * 40 \% + \text{Continuous Assessment Mark} * 60 \%$
- The minimum mark of the final exam for the calculation of the FM will be 40 points over 100.
- The subject will be successfully passed with a FM equal to or higher than 50 points over 100.

Activity type	Description	% Evaluation	
<b>Tasks:</b>			<b>50%</b>
	1st Deliverable Project	40%	
	McDonalds Case	10%	
	McDonalds Case - test	10%	
	Final Delivery and Project Defense	40%	
<b>Tests:</b>			<b>10%</b>
	Test contents Sessions 1 & 2	100%	
<b>Final exam:</b>			<b>40%</b>
	Final exam	100%	

## 6. BIBLIOGRAPHY

### 6.1 BASIC BIBLIOGRAPHY

Articles recommended by topic, which will be provided to students:

#### Introduction to Brand Management



- De Chernatony, Leslie. Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*. London: The Dryden Press, 1999, vol.15, núm.1-3, p. 157-179. ISSN 0267-257X.
- Iglesias, Oriol; Ind, Nicholas; Alfaro, Manuel. The organic view of the brand: a brand value co-creation model. *Journal of Brand Management*. London: Palgrave Macmillan, 2013, vol. 20, núm. 8, p. 670-688. ISSN 1350-231X.
- Kay, Mark J. Strong brands and corporate brands. *European Journal of Marketing*. Bradford: MCB University Press, 2006, vol. 40, núm. 7-8, p. 742-760. ISSN 0309-0566.

### **Brand Identity y Corporate Brand Management**

- Bouchiky, Hamid; Kimberly, John. Escaping the identity trap. *MIT Sloan management review*. Cambridge: 2003, vol. 44, núm. 3, p. 20-26. ISSN 1532-9194.
- Urde, Mats. The corporate brand identity matrix. *Journal of Brand Management*. London: Palgrave Macmillan, 2013, vol. 20, núm. 9, p. 742-761. ISSN 1350-231X.

### **Brand Valuation**

- Salinas, Gabriela; Ambler, Tim. A taxonomy of brand valuation practice: methodologies and purposes. *Journal of Brand Management*. London: Palgrave Macmillan, 2009, vol. 17, núm. 1, p. 39-61. ISSN 1350-231X.
- Wood, Lisa. Brands and brand equity: definition and management. *Management Decision*. Bradford: MCB Journals, 2000, vol. 38, núm. 9, p. 662-669. ISSN: 0025-1747

### **Naming**

- De Mesa, Alycia. Naming Names. *Brandchannel.com*. 2008.
- Kollman, Tobias; Suckow, Christina. The corporate brand naming process in the net economy. *Qualitative Marketing Research*. Bradford: MCB University Press, 2007, vol. 10, núm. 4, p.349-361. ISSN 1352-2752.

### **Brand management and solution life cycle (SLC)**

- Kim, W. Chan; Mauborgne, Renee. Blue ocean strategy. *Harvard Business Review*. Boston: 2004. ISSN 0017-8012.
- Moon, Youngme. Break free from the product life cycle. *Harvard Business Review*. Boston: 2005, vol. 83, núm. 5, p. 86-94. ISSN 0017-8012.
- Ollé; Riu. Brandmapping: Stages of brand evolution. *Brandchannel.com*, 2007.
- Yoon, Eddie; Deeken, Linda. Why it pays to be a category creator. *Harvard Business Review*. Boston: 2013, vol. 91, núm.3, p. 21-23. ISSN 0017-8012.

### **Brand communications**

- Green, Alistair. Paid, earned and owned media. Integration's Holy Grial. *Admap*. 2011. ISSN 0001-8295.
- Edelman, David C. *Branding in the digital age: you're spending your money in all the wrong places*. *Harvard Business Review*. Boston: 2010. ISSN 0017-8012.

- Iglesias, Oriol; Sordal, Magnus. Social networks: a brand view of challenges and opportunities. *Harvard Deusto Marketing*. 2010.
- Kaplan, Andreas M.; Haenlein, Michael. Users of the world, unite! Challenges and opportunities of social media. *Business Horizons*. 2010, vol.53, núm. 1, p. 59-68. ISSN 0007-6813.

### **Brand experience management**

- Bigham, L. Experiential marketing: The consistent brand experience. *Admap*. 2011. ISSN 0001-8295.
- Davis, Scott; Longoria, Tina. Harmonizing your touch points. *Brand Packaging*. 2003, p. 17-23. ISSN 1558-3570.
- Iglesias, Oriol; Bonet, Eduard. Persuasive brand management: how managers can influence brand meaning when they are losing control over it. *Journal of Organizational Change Management*. 2012, vol. 25, núm. 2, p. 251-264. ISSN 0953-4814.
- Meyer, Chris; Schwager, Andre. Understanding customer experience. *Harvard Business Review*. Boston: 2007, vol. 85, núm. 2, p.116-26. ISSN 0017-8012.

### **Brand architecture**

- Aaker, David A.; Joachimsthaler, Erich. The brand relationship spectrum: the key to the brand architecture challenge. *California Management Review*. 2000, vol. 42, núm. 4. ISSN 0008-1256.
- Petromilli, Michael, Morrison, Dan; Million, Michael. Brand architecture: building brand portfolio value. *Strategy & Leadership*. 2002, vol. 30, núm. 5, p. 22-28. ISSN 1087-8572.
- Temporal, Paul. Three great dilemmas. 2002.

### **Internal branding**

- Harris, Patrick. We the people: the importance of employees in the process of building customer experience. *Brand Management*. 2007, vol. 15, núm. 2, p. 102-114. ISSN 1350-231X.
- Ind, N. Bringing the brand to life. 2007.

### **Retail branding and private labels**

- Hyman, Michael R.; et al. The success and future of private labels. *Brand Management*. 2008. ISSN 1350-231X.
- Mullick-Kanwar, Meera. The evolution of private labels. *Brandchannel.com*. 2004.

### **Consumer Journey**

- Berthiaume, Dan. Ditch the funnel, go for the customer life cycle. *Forrester*. 2013.

### **Future challenges in brand management**

- Aaker, David. The five biggest ideas of the branding era. *Marketing News*. Chicago: American Marketing Association, 2014, vol. 48, núm. 7, p. 22. ISSN 0025-3790.
- Adolph, Gerald; Greenwood, David. Grow from your strength. *Strategy & Business*. New York: 2015, núm. 80. ISSN 1083-706X.
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- Kleiner, Art. The dynamic capabilities of David Teece. *Strategy & Business*. New York: 2015. ISSN 1083-706X.
- Schultz, Majken; Ind, Nicholas. Brand building, beyond marketing. *Strategy & Business*. New York: 2010. ISSN 1083-706X.

### **6.2 FURTHER READING**

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- Hatch, Mary Jo; Schultz, Majken. *Taking brand initiative: how companies can align strategy, culture, and identity through corporate branding*. Jossey Bass, 2008. ISBN 9780787998301.
- Lafley, A.G.; Martin, Roger L. *Playing to win: how strategy really works*. Boston: Harvard Business Review Press, 2013. ISBN 9781422187395.
- Hollis, Nigel. *The meaningful brand: how strong brands make more money*. New York: Palgrave Macmillan, 2013. ISBN 9780230342262.
- Sharp, Byron. *How brands grow: what marketers don't know*. South Melbourne: Oxford University Press, 2010. ISBN 9780195573565.



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