Course Instructor
Sofia Kousi Bom

Short Biography

Sofia Kousi Bom is an Associate Professor of Marketing at Nova SBE with expertise in branding and consumer wellbeing. Her work has been published in academic journals such as Psychology & Marketing, The Service Industries Journal, and Electronic Commerce Research, and featured in Marketeer, Harvard Deusto Business Review, Público and Polígrafo, as well as top international marketing and psychology conferences (Society for Personality and Social Psychology, European Network for Positive Psychology, Association for Consumer Research, European Marketing Academy). Prior to joining Nova SBE she was a category brand manager at Pepsico, as well as a brand strategist and researcher at Interbrand and ACNielsen, working with global clients like Kodak Professional, Reckitt Benckiser, Prozac, Jameson, Petrobras, and more. She received her Ph.D. from Athens University of Economics and Business. Sofia holds an MBA from NYU Stern School of Business, and a BS from the Wharton School.

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Office Hours
Anytime, by appointment. Please email me to set up a time.

Teaching Assistant
Priya Krishnan. Priya Krishnan is a PhD student in Management at Nova SBE. Her research focuses on cognitive biases and behavioral science. Prior to her PhD, she graduated from Yale School of Management and IE Business School with a dual degree MBA. She has over 12 years of work experience in senior management roles with IMAX, PVR Cinemas and Virgin Mobile.

Contacts & Office hours
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COURSE UNIT AIMS. (Purpose of the course using broad, general terms)

What is a brand, and how can a company use it to improve marketing performance? Through a customer-centric approach, the course explores these questions, examining in depth the theory and practice of Brand Management. It aims to provide students with a deep appreciation of the power of brands, and to develop their abilities in building and managing world class brands. The course emphasizes the application of theory through the completion of a Brand Audit group project. The course is geared towards students with prior knowledge of marketing, and interest in working in brand management, brand consulting or advertising.

COURSE UNIT CONTENT. (Main topics covered in the course)

The course content is structured around three main topics:

1. **Branding theory basics**: we explore the foundations of branding theory, including the concepts of brand equity, brand awareness, brand image, brand identity, and brand positioning.
2. **Brand measurement**: we cover qualitative research techniques used in measuring brands and brand performance.
3. **Brand strategy development and implementation**: we explore how brand managers can craft and implement a solid brand strategy, focusing on the concepts of brand architecture, brand extensions, loyalty, brand reinforcement & revitalization.

LEARNING OBJECTIVES. Upon completion of this course, students should be able to:

A. Knowledge and Understanding
   - Understand and use the basic branding theory concepts
   - Perform primary research to uncover brand meaning
   - Strengthen their strategic and critical thinking skills

B. Subject-Specific Skills
   - Measure brand equity through its components
   - Articulate brand meaning, identity and positioning
   - Build a data-driven long-term brand strategy

C. General Skills
   - Develop presentation skills
   - Develop team working abilities
   - Strengthen project management skills

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS

The course aims to provide students with a deep appreciation of the power of brands, and to develop their abilities in building and managing world class brands. To fulfill this aim, the syllabus focuses on first building a theoretical foundation, drawing on the key branding concepts, and providing students with the skills necessary to perform brand-related research in order to facilitate data-based decision-making. Finally, through the Brand Audit group assignment, students are able to apply their theoretical knowledge on diagnosing a brand or their choice and making recommendations to improve it.

TEACHING AND LEARNING METHODS.

The course covers the three main topics outlined above, through the combination of learning techniques, taking into consideration different learning styles. Lectures are used to provide a solid theoretical background. Case studies are used to bring the theoretical concepts to life and enhance comprehension through discussion. Finally, direct application of the theory and Active Learning is

enabled through the Brand Audit project. Working in groups of 6, students work on a brand of their choice and perform a Brand Audit, using methods explored in class, with the aim of providing strategic recommendations. Team consultations with the instructors provide students with specific feedback on their work throughout the semester.

ASSESSMENT

Assessment is divided into the following components:

Assessment Component	Contribution to Final Grade
Individual: Final exam (min. grade 9/20)	35%
Individual: Individual assignment	15%
Individual: Case analysis in-class quiz (1 of 2)	5%
Group: Brand audit project	45%
Bonus: Nova Behavioral Lab Participation	*Max. +0.4 to the final grade over 20*

The grading scale in this course is 0-20. The general rules of NOVA SBE regarding academic dishonesty apply. A detailed description and instructions on the group project will be posted on Moodle.

Late or wrong submissions

Late submission of assignments will automatically receive a 50% penalty. No submissions are accepted 24hours past the official deadline. It is the responsibility of the student to upload the correct files by the due date. Submission of wrong files will not be replaced. All submissions must be done through Moodle. No email submissions will be accepted.

Bonus for Nova Behavioral Lab research participation

This component is absolutely voluntary. You may choose to participate in research studies to gain extra credit. Participation in one 30-minute session is equivalent to 0.2 extra credit. You can choose to participate in up to two 30-minute sessions (max 0.4 points). Detailed information to be shared in class and on Moodle.

DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNIG OBJECTIVES

Taking into consideration the fundamental purpose of this course, the learning method most suitable is a combination of learning-by-examples (demonstration) and learning-by-doing (practice by doing). The teaching methodologies adopted are intended to stimulate the students' ability to go from theory to practice, through the practical application of concepts and methodologies explained in the course. Thus, they contribute to the process of individual and group learning and develop critical analysis skills.

BIBLIOGRAPHY.

Main textbooks used (required reading list provided in the weekly schedule):

- J. Kapferer (2012) *The new strategic brand management*, 5th edition, Kogan Press.
- Keller, Aperia, Georgson (2012) *Strategic brand management, A European Perspective*, 2nd edition Prentice Hall

Required cases:

1. Case: *Taylor Swift & the next era: brand-building through loyalty.* Mitzlaff, J. & Kousi, S. (2023). Nova Case Center Publishing
2. Case: *Tiffany & Co: Revitalizing an old icon*. Kousi, S. (2023). Nova Case Center Publishing.

Any additional reading materials for this course will be available for download from Moodle.

RESOURCES.

- The course website on Moodle will be frequently updated with relevant information, and announcements. It is important that you check it frequently, as it will serve as the main vehicle for communication and dialogue outside the classroom.
- The slides for each class will be uploaded on Moodle to serve as a structure for detailed note-taking. Please note that the uploaded slides will be an outline of the materials covered. You are expected to take your own notes.

Weekly Schedule

Session / Date	Topic	Due	Required Readings
1. Feb 5	Course introduction What is a brand?	Select into groups by Feb 7 by 7pm (Moodle)	Keller: 1
2. Feb 12	Brand Equity Brand Audit (A): Inventory	Submit on Moodle: Feb 14, by 7pm: Team Brand Top 3 choices	Keller: 2 (p. 68-78), 3, 4, & 8 (p. 293-299)
3. Feb 26	Brand Platform: Positioning, Identity, Essence, Values		Keller: 9
4. Mar 5	WORKSHOP: Brand inventory & Brand Platform		Materials from session 2 & 3
5. Mar 12	Brand Audit (B): Exploratory & the CBBE model	Due: Sampling plan and discussion guide by March 14	• Keller: Building Customer-based Brand Equity (Moodle) • Keller: 2 (p. 79-end) • Kapferer: 7
6. Monday 17/3 MAKE UP	Brand loyalty and engagement	Case study: Taylor Swift In-class quiz	• McKinsey Consumer Decision Journey (2009) (Moodle) • Ten years on the consumer decision journey: where are we today? (Moodle)
	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	
7. Apr 2	• Brand Architecture & extensions		• Keller: 11 & 12 • Kapferer: 12 – 14 • Aaker & Joachimsthaler: The Brand Relationship Spectrum (on Moodle)
8. Apr 9	Brand growth strategies • Group project check-in	Case study: Tiffany & Co In-class quiz	Keller: 5 – 7 & 13
9. Apr 23	Brand Purpose & brand activism	Mark Ritson (2017) article (on Moodle)	
10. Apr 30	**Final Team presentations**: Full Brand Audit	Upload presentation slides by April 29, 7pm (all groups)	
11. May 7	**Final Team presentations**: Full Brand Audit	*Peer evaluations: Due May 8, 7pm (link to be provided)*	
12. May 14	Course wrap up & exam info		
May 23	Final exam, 14:30. Room TBD		