

2327 Brand Management

Dr. Sofia Kousi

Week 12

The Menu

Topic 1. Branding field

Topic 2. Exam info

Topic 3. Course wrap-up



How is the industry structured?



What does a Brand Manager do?

A Brand Manager is responsible for adapting a brand strategy for a company's target market.

*As the '**brand guardian**', brand managers maintain brand integrity across all company marketing initiatives and communications and may manage a portfolio of products.*

Main Functions:

1. Protect the brand
2. Work with several departments within the company
3. Coordinate several marketing agencies
4. Focus on the consumer
5. Make important business decisions (sales, budget, marketing plan)

Varies by company size & structure, and view of marketing's role

Sources:

<https://www.thebrandingjournal.com/2016/08/brand-manager-job-description-role/>
<https://www.robertwalters.com.br/en/career-advice/the-role-of-a-brand-manager.html>:

How is the industry structured?



Who are the players in brand consulting?

Top global branding agencies

Siegel+Gale

PROPHET

<https://www.prophet.com/ourfirm/relevantbrands/>

Interbrand

<https://www.interbrand.com/best-brands/>

Brand Finance[®]

<https://brandfinance.com/knowledge-centre/reports/brand-finance-global-500-2019/>

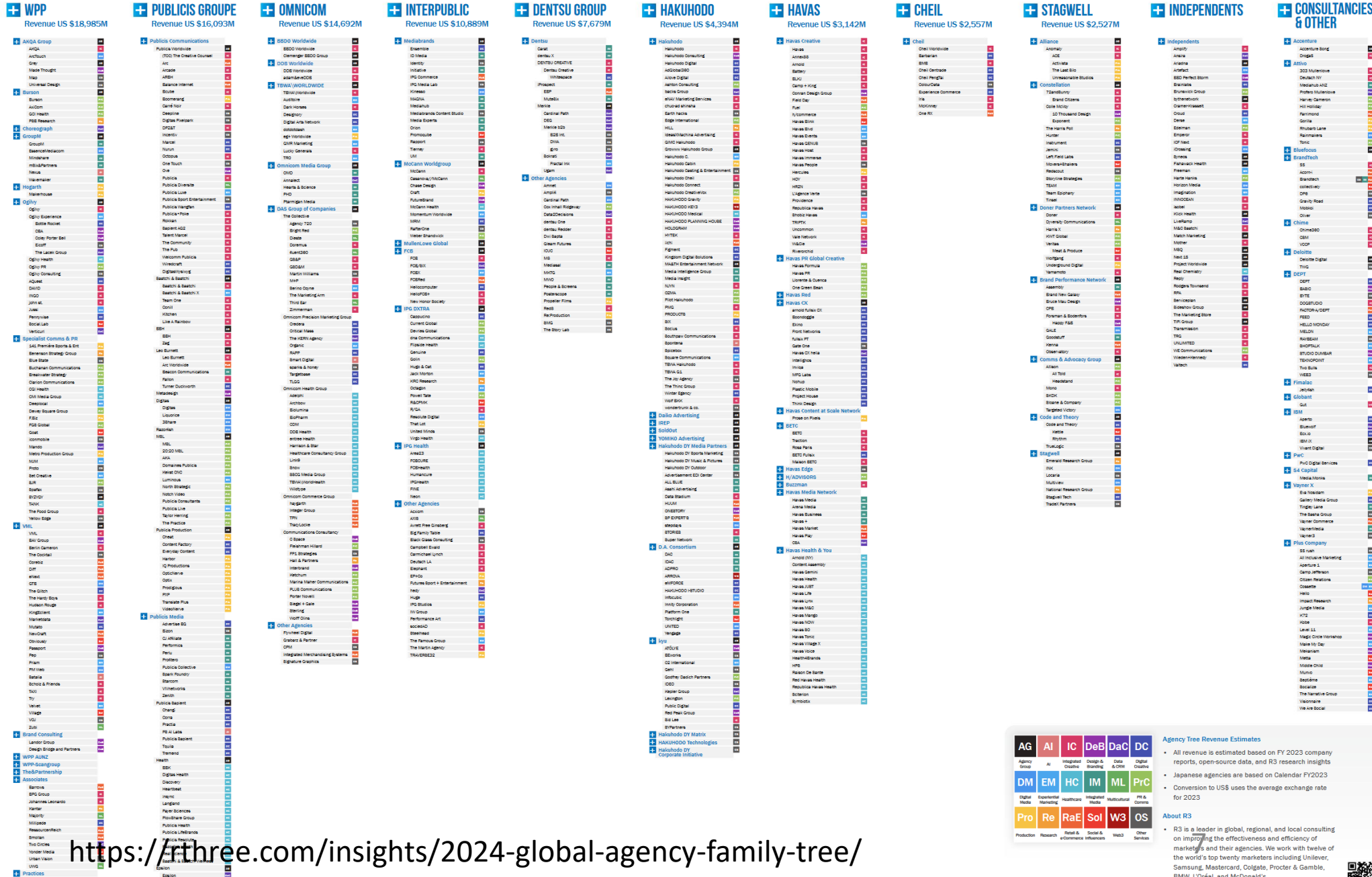
KANTAR

<http://www.millwardbrown.com/brandz/rankings-and-reports>

**WOLFF
OLINS**

Landor

Pentagram



How is the industry structured?



Revenue US \$11,737M

+ AKQA Group	
AKQA	
ArcTouch	
Cartwright	
Grey	
Potato	
Tank	
The New Standard	
Universal Design Studio	
+ Burson Cohn & Wolfe	
Burson Cohn & Wolfe	
AxiCom	
GCI Health	
PSB Research	
+ GroupM	
GroupM	
EssenceMediacom	
Finecast	
Gain Theory	
Kinetic	
m/SIX	
Mindshare	
Motion Content Group	
Wavemaker	
Xaxis	
+ Hill+Knowlton Strategies	
Hill+Knowlton Strategies	
Blanc & Otus	
Dewey Square Group	
+ Ogilvy	
Ogilvy	
A Eicoff	



Revenue US \$11,410M

+ BBDO Worldwide	
BBDO Worldwide	
Clemenger BBDO Group	
+ DDB Worldwide	
DDB Worldwide	
+ TBWA\Worldwide	
TBWA\Worldwide	
eg+ Worldwide	
+ Omnicom Media Group	
OMD	
Annalect	
Hearts & Science	
PHD	
+ DAS Group of Companies	
Advertising Collective	
Goodby, Silverstein & Partners	
GSD&M	
Merkley + Partners	
The Marketing Arm	
Zimmerman Advertising	
Omnicom Precision Marketing Group	
Credera	
Critical Mass	
RAPP	
TA Digital	
Targetbase	
Omnicom Healthcare Group	
Adelphi	
Biolumina	
DDB Health	
Harrison & Star	
Healthcare Consultancy Group	



Revenue US \$10,544M

+ Publicis Communications	
Publicis Worldwide	
Arc	
Arcade	
Bcube	
Bizon	
Boomerang	
Octopus	
Balance Internet	
Taylor Herring	
Carré Noir	
Content Factory	
Deepline	
Digita Pixelpark	
DPZ&T	
Everyday Content	
Incentiv	
IQ Productions	
Marcel	
Nurun	
One Touch	
OpticNerve	
Ove	
Publicis	
Publicis Diversite	
Publicis Emil	
Publicis Live	
Publicis Luxe	
Publicis Sport	
Publicis Wangfan	
Rokkan	
Sapient AG2	

AGENCY GROUP
INTEGRATED CREATIVE
BRANDING & IDENTITY
CRM
DIGITAL CREATIVE
EXPERIENTIAL MARKETING
HEALTHCARE
RETAIL/ SHOPPER/ E-COMMERCE
INTEGRATED MEDIA
DIGITAL MEDIA
PR
PRODUCTION SERVICES
RESEARCH
SOCIAL MEDIA
OTHER SERVICES

Full file on Moodle

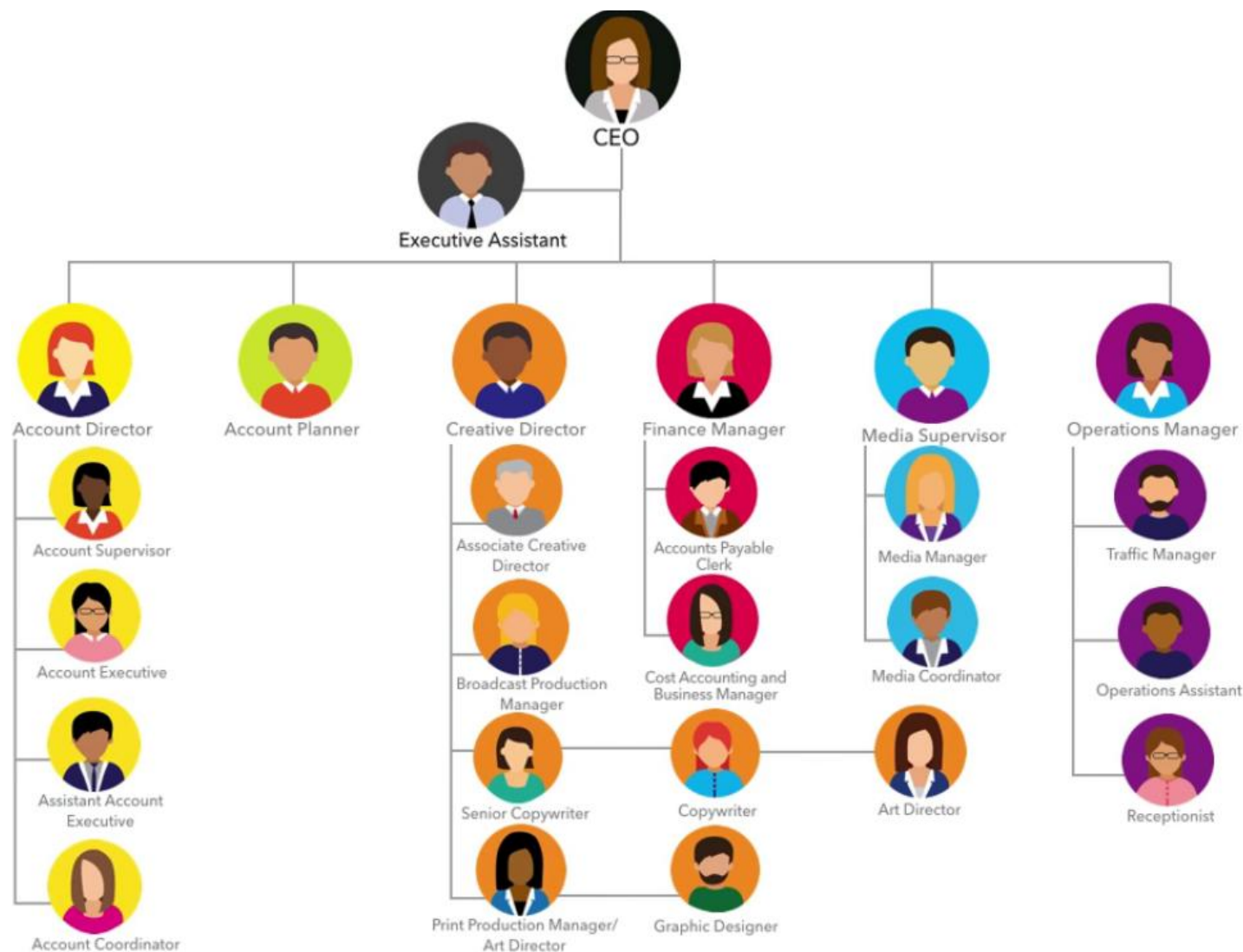
**Can you work in an
advertising agency
without a degree in
a creative field?**

YES

NO

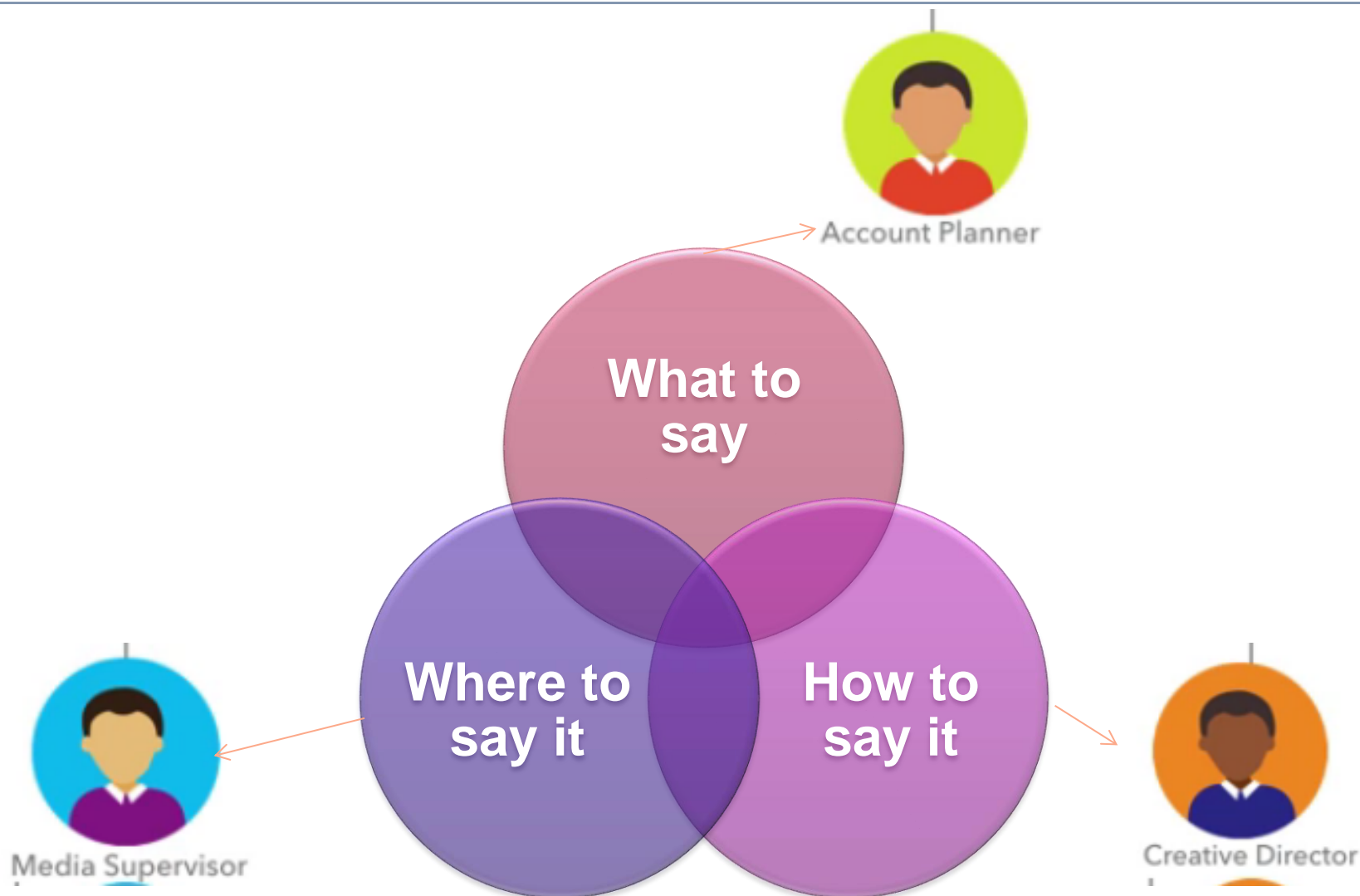
What is the role of a planner?

Where branding & advertising agencies meet



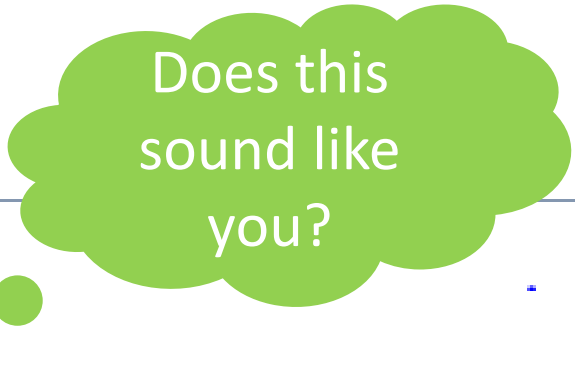
What is the role of a planner?

Where branding & advertising agencies meet



What is the role of a planner?

Where branding & advertising agencies meet



Does this
sound like
you?

“A good account planner is a **strategic, critical thinker** and **researcher**, more in tune with the consumer than the client.

In short, the account manager knows what the client wants or needs, and the account planner knows what the consumer wants.

The account planner often drives the strategic direction of each campaign and ensures the creative work is both on-brand and strategically focused. ”

Source: <https://www.thebalancecareers.com/the-account-services-department-of-an-advertising-agency-38475>

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Final exam

- May 23, 2:30pm – 3:30pm
 - Go to the room you've been assigned to

B127	47211 - 64149
B128	64163 - 69560

- 35% of overall course grade – individual component
- Multiple Choice exam
 - Wiseflow
 - Make sure you have installed the proper software on your computer before coming to the exam and **COME WITH YOUR LAPTOP**
 - **Do all the updates necessary before the exam**
 - 45 questions
 - Only 1 correct answer
 - No negative grading

Content

- All lecture materials from slides & in-class discussions, 2 cases and Ritson article
- Sample questions on Moodle

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Brand Architecture & extensions 		<ul style="list-style-type: none"> • Keller: 11 & 12 • Kapferer: 12 – 14 • Aaker & Joachimsthaler: The Brand Relationship Spectrum (on Moodle)
8. Apr 9	Brand growth strategies <ul style="list-style-type: none"> • 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)	

Final exam – sample question types

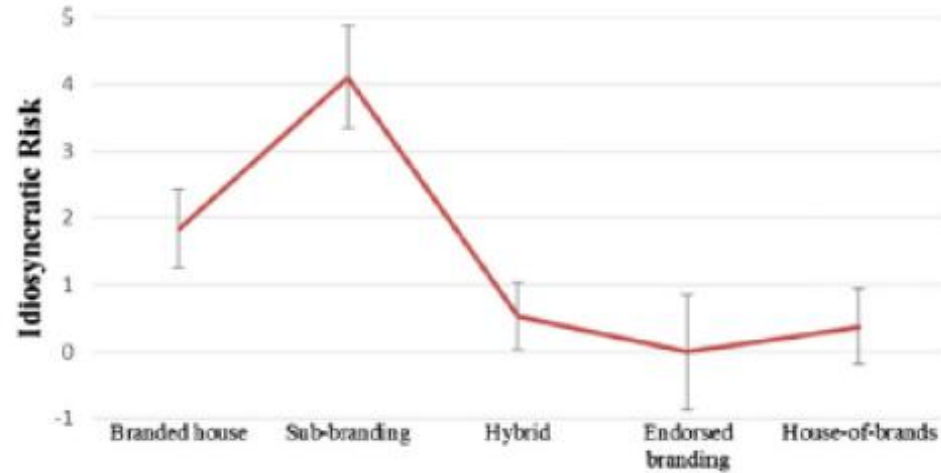
1. What information can a brand manager gain from a Brand Exploratory analysis?
 - A. What types of trademarks does the company own.
 - B. What are the elements of the brand's visual identity.
 - C. What products it has in its portfolio.
 - D. What perceptions customers have of the brand.

2. Which of the following is true about brand architecture strategies?
 - I. House of Brand & Branded House strategies have similar financial returns.
 - II. House of Brand & Branded House strategies have similar risk levels.
 - III. Sub-branding strategies come with the lowest level of risk.

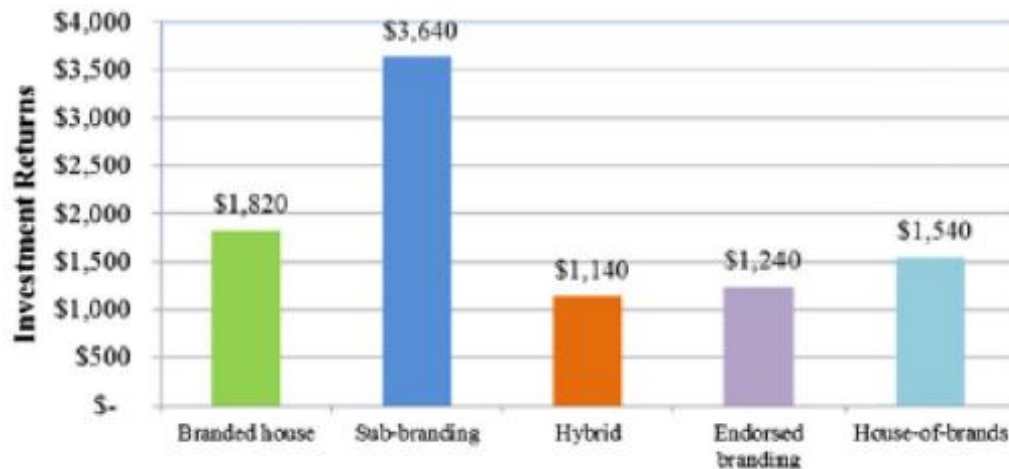
A. I only B. II only C. I & II both D. I & II & III all

Brand Architecture & Firm value

B Idiosyncratic risk associated with each brand architecture



D Risk-adjusted returns in 2006 on \$1,000 investment in 1996 in each brand architecture



- Brand portfolio strategies explain 2%-21% of the variance in financial performance, and 8%-16% of variance in marketing effectiveness and efficiency over the 1994-2003 period (Morgan & Lopo, 2009)
- Branded House & House of Brands portfolios have similar financial returns (stock returns)
 - but House of Brands strategies have lower risk levels (ability to diversify and distribute risk across the portfolio).
- Sub-branding strategies offer the greatest level of returns with higher levels of risk.
- Endorsed branding strategy offers lower returns, but provides more controlled risk.

Source: Srinivasan, Fournier, & Hsu , 2015

Final exam – sample question types

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A. I only B. II only C. I & II both D. I & II & III all

3. Brand identity and brand image refer to the same concept.
 - A. True
 - B. False

Brand Platform: Identity & Essence

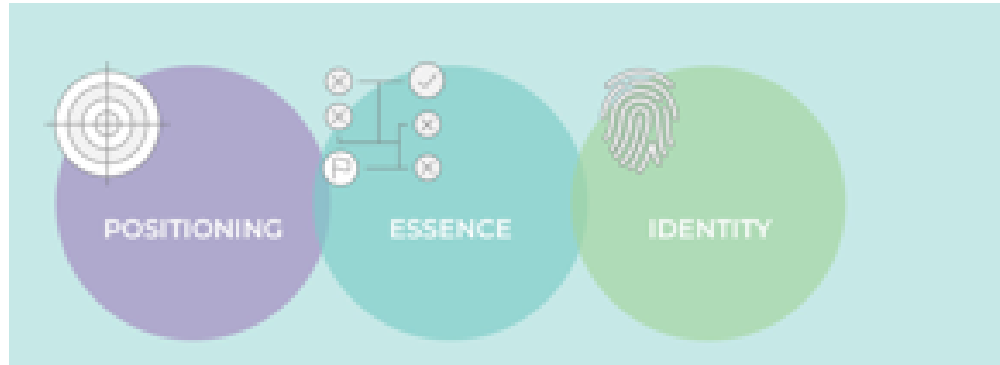


Image  Identity

Brand image is how the consumers perceive the brand.

Identity expresses the brand's tangible and intangible characteristics – everything that makes the brand what it is, and without which it would be something different.

The deliberate and positive associations that a **brand strategist/manager** wants to impose on a particular brand.

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What is the course about?

What questions do we aim to answer?

Customer-centric approach to explore these questions, examining in depth the theory and practice of Brand Management

What is a brand?



How can a company use it to improve marketing performance?



What is the course about?

BRAND MANAGEMENT PERCEPTIONS



EXECUTION



VERBAL IDENTITY



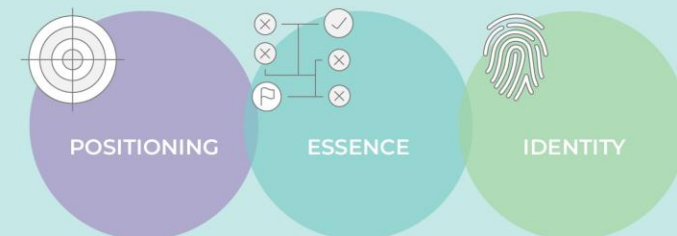
VISUAL IDENTITY



MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM



What is the course's content & learning objectives



01

Branding Theory basics

brand equity, awareness, image, identity, positioning, architecture

- Help you develop a deep appreciation of the power of brands
- Build your skills and knowledge of building and managing world class brands
- Emphasize the application of theory through the completion of a consulting style Brand Audit group project

02

Brand Measurement

qualitative research techniques used in measuring brand performance

03

Brand Strategy Development

how brand managers can craft and implement a solid brand strategy, focusing on the concepts of positioning, brand architecture, brand extensions, verbal and visual identity

slido

Please download and install the Slido app on all computers you use



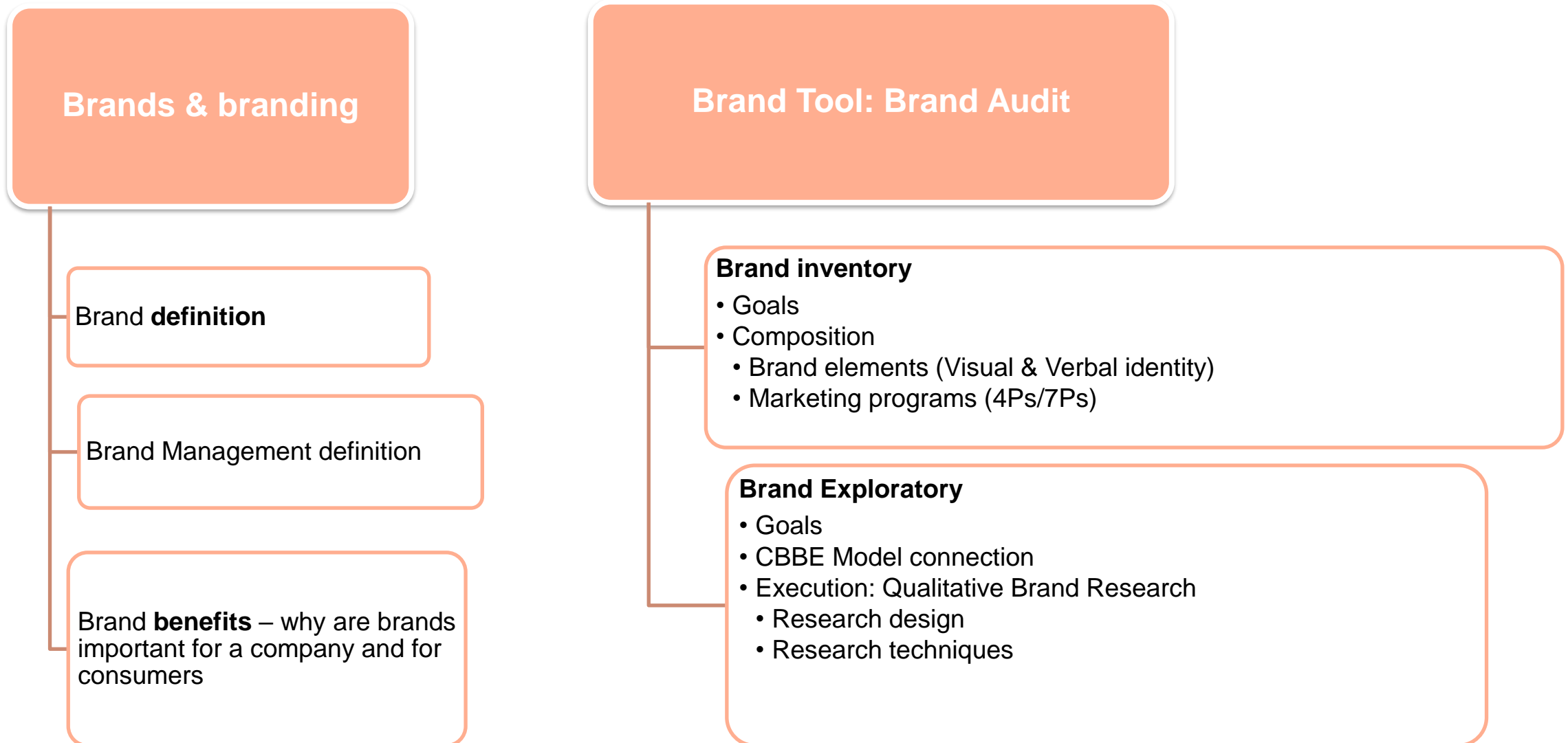
Write down 3 topics you remember from the course

① Start presenting to display the poll results on this slide.

Content

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6. Monday	Brand loyalty and engagement
7. Apr 2	<ul style="list-style-type: none">• Brand Architecture & extensions
8. Apr 9	Brand growth strategies <ul style="list-style-type: none">• Group project check-in
9. Apr 23	Brand Purpose & brand activism

Topics covered – highlights (not exhaustive list)



Topics covered – highlights (not exhaustive list)

Theoretical concepts

Brand Equity

- Keller model: Consumer-based Brand Equity (CBBE)
- Resonance

Brand Loyalty & engagement

- Definitions, loyalty/reward program types & effectiveness, success factors
 - Antecedents & outcomes
- Churn rate, NPS

Brand Platform

- Brand **Identity**: Kapferer prism
 - Brand personality (Aaker) & Brand Archetypes
- Brand **Positioning**
 - Kapferer positioning model: 4 questions
 - 3 levels of positioning claims / USP (Laddering)
 - Keller's PoP / PoD
 - Perceptual maps

Brand Purpose & Activism

- Definitions, model & effectiveness, authentic brand activism
- Nike cases

Brand Architecture

- Branded house vs House of brands & in-between

Brand Extensions

- 2 questions: Where to extend & what strategy
- Tauber's typologies

Brand Growth

- Ansoff matrix
- Revitalization vs Reinforcement strategies

