PREREQUISITES
There are no prerequisites for this course.

SUBJECT DESCRIPTION
Branding can be broadly defined as the process involved in creating a unique name and image for a product in consumer’s minds, mainly through adhering to consistent themes across all marketing and communication efforts. The ultimate aim is to establish a significant and differentiated presence in the marketplace that not only attracts but also retains loyal customers.

Brands are one of the most important assets for any business, particularly in today’s dynamic marketing landscape where publishing and message distribution are no longer limited to media entities. Through the use of social media, brands are forever trapped in conversations about them: every consumer is a publisher and has his own vision of the brand to promote. Thus, each brand is competing for time and attention – today’s scarce resources – to break through the message clutter in order to build relationships with a wide range of stakeholders, including but not limited to consumers.

This subject focuses on branding as an "art" to align what company’s want stakeholders to think about them with what stakeholders actually do think about the company.

OBJECTIVES AND SKILLS
This course is designed to build on students understanding of the role a brand plays in driving shareholder value for an organization and how an organization can influence that brand value. Shareholder value is understood in the widest possible sense, and includes both internal and external shareholders including consumer. Attention is given to the organization as a brand with value itself.
- Understand the process involved in building a brand and why it is an important and powerful part of the guiding philosophy for most organizations and an important element in a cohesive and sustainable business strategy
- To develop the knowledge and perspective necessary to facilitate the development of strong brands and businesses
- To become familiar with the opportunities and boundaries presented by brand management tasks
- To develop an understanding of how to manage brands for continued growth and profitability
- Understand how corporate reputation is measured by a variety of shareholders, both internal and external
- Understand and appreciate the importance of having a balanced approach to reputation management and branding with focus on employees and key stakeholders as well as on financial success
- Understand the evolution of corporate reputation in the digital age
- Identify the important opportunities facing a business and setting out a course of action of dealing with them

METHODOLOGY
Students will be exposed to both theoretical and practical training. Discussions and exercises in class will be essential for growth in the competencies needed and will be encouraged at all times. This will be complemented with group and individual work outside the classroom.

<table>
<thead>
<tr>
<th>Teaching methodology</th>
<th>Weighting</th>
<th>Estimated time a student should dedicate to prepare for and participate in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>20.0 %</td>
<td>30 hours</td>
</tr>
<tr>
<td>Discussions</td>
<td>13.33 %</td>
<td>20 hours</td>
</tr>
<tr>
<td>Exercises</td>
<td>20.0 %</td>
<td>30 hours</td>
</tr>
<tr>
<td>Group work</td>
<td>26.67 %</td>
<td>40 hours</td>
</tr>
<tr>
<td>Other individual studying</td>
<td>20.0 %</td>
<td>30 hours</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100.0 %</td>
<td>150 hours</td>
</tr>
</tbody>
</table>
PROGRAM

APPROACH
This course is fundamented on the belief that creating value for a brand requires a 360º approach. For this reason, the course will be divided into 3 parts.

1. Essentials of Brand Management: consumer-centric approach to creating brand value. During this part of the course all elements of branding and brand expression will be covered.
2. Essentials of Corporate Reputation: company-centric approach to creating brand value. During this part of the course all elements of reputation and acknowledgment will be covered.
3. The Metrics Behind: keeping the company healthy. During this part of the course students will learn about the metrics that companies use to grow brand value and that span marketing, branding and communications.

PART I: ESSENTIALS OF BRAND MANAGEMENT: CONSUMER DRIVEN BRANDING
Throughout this part of the course we will be referring to the following book:
- Title: Strategic Brand Management: Building, measuring and managing Brand Equity
- Author: Keller, K.L.

SESSION 1
What is a Brand and what is Brand Management?
- General Introduction to the Course
- Introducing the Group Project

SESSION 2
How Brands are Built
- The Brand Asset Valuator
- The Umbrella Positioning

SESSIONS 3 - 4
Fundamentals of Branding Strategy: Segmentation, Targeting
- Consumer Segmentation and their relevance for Marketing Strategy and Branding
- Motivational Mapping

SESSIONS 5 - 6
Fundamentals of Branding Strategy: Differentiation and Positioning
- The Role of the Market Place: Setting FOR’s and SOV’s for positioning

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- Differentiation and Positioning

**SESSIONS 7 - 8**
Fundamentals of Brand Positioning: Tools
- Benefit Ladder
- 3 Levels of Consumer Understanding
- Essentials of a Brand House

**SESSIONS 9 - 10**
Building a Brand House:
- Models
- Brand Purpose
- Brand Mission and Vision
- Essentials of Brand Equity

**SESSIONS 11 - 12**
Brand Personality and Storytelling
- Archetypes
- Aaker's Model of Brand Personality and its role in positioning

**SESSIONS 13 - 14**
Brand Dilemmas
- Brand Stretch
- Brand Repositioning
- Brand Architecture

**SESSION 15**
Mid-Term Exam

**PART II: ESSENTIALS OF CORPORATE REPUTATION**
Throughout this part of the course, the leading text will be. Specific readings will be provided in the relevant sessions.
Title: Corporate Reputation: Brand and Communication
Author: Roger, S. and Fill, C.
Publisher / Edition / Year: Pearson, 2015

**SESSION 16**
Corporate Communications: management context, scope and overlaps with Marketing and Branding

**SESSIONS 17 - 18**
Essentials of Brand and Corporate Identity
- Brand Marks and Visual Expressions
- Naming

**SESSIONS 19 - 20**
Essentials of Corporate Reputation
- Brand Reputation
- Organisational Reputation
- Stakeholder Reputation

**SESSIONS 21 - 22**
Adaptation to Different Organisational Environments
- The Importance of Corporate Culture
- Organisation / Employee Communications
- Employer Branding

**SESSIONS 23 - 24**
Corporate Social Responsibility and its Role in Reputation
- CSR or Purpose?
- C-centricity Growth through CSR

**SESSIONS 25 - 26**
Managing Reputation in the Digital Age
- Branded Content
- Social Media Management

**SESSIONS 27 - 28**
Presentation of Team Projects
- During this session, students will be given the chance to present their project results.
- Please note these sessions are compulsory and absences are not permitted. An absence will result in you forfeiting your grade for the Final Project
- Projects will take place in maximum 6 Groups of approx 7 students
SESSIONS 29 - 30

Final Exam
BIBLIOGRAPHY
The followings books or articles used in this course will be:

COMPULSORY
Title: Strategic Brand Management: Building, measuring and managing Brand Equity
Author: Keller, K.L.
PLEASE NOTE THAT THIS BOOK IS A TEXTBOOK FOR THE CLASS AND MUST BE ACQUIRED BY STUDENTS.

ADDITIONAL READING
Title: Corporate Reputation: Brand and Communication
Author: Roger, S. and Fill, C.
Publisher / Edition / Year: Pearson, 2015

Lecture Notes
The PowerPoint slides for each class will be distributed before each class through the internet platform CampusOnline. I expect students to have the lecture notes read before they come to class so as to have more focused discussions.

Additional Materials
Additional materials will be distributed (on an as-needed basis) as the course progresses. I use a lot of my own material as stimulus from different brands from both B2C and B2B environments.

EVALUATION CRITERIA
Your final grade in the course will be based on both individual and group work of different characteristics that will be weighted in the following way:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15 %</td>
<td></td>
</tr>
<tr>
<td>Individual Work</td>
<td>10 %</td>
<td></td>
</tr>
<tr>
<td>Mid Term Exam</td>
<td>10 %</td>
<td></td>
</tr>
<tr>
<td>Group Presentation</td>
<td>30 %</td>
<td></td>
</tr>
<tr>
<td>Final Exam</td>
<td>30 %</td>
<td></td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>5 %</td>
<td></td>
</tr>
</tbody>
</table>

A. CLASS PARTICIPATION (15%)
Experience has shown this course works best with good class participation, and thus it will be an important part of the course. If you do not participate at all during class, your grade will be low and this will impact the final grade.

Students will be given the option, where appropriate, to present individual assignments to the rest of the class in order to boost their class participation grade (read below).
Please note that this part of the evaluation includes your attendance, how much you participate in the discussion in class, and assignment completion. If you do not attend, for whatever reason, you are forfeiting the opportunity to obtain the participation credit allotted to that session. Thus, please note this 15% of the grade will be objectively calculated based on your attendance according to the following rubric:

5 = 9 absences. The maximum number allowed before you automatically fail the class
6 = 8 absences
6.5 = 7 absences
7 = 6 absences
7.5 = 5 absences
8 = 4 absences
8.5 = 3 absences
9 = 2 absences
9.5 = 1 absence
10 = 0 absences

Informed Participation and contribution to the learning atmosphere. Beyond simply showing up, participation in class discussions and activities is an important component of this course. Recall that listening carefully is as important a component of participation as speaking. Please be aware of your own style of participation: if you find it difficult to speak up in class, push yourself to do so. If you realize you tend to dominate discussions, make a point of listening to others. Your participation grade at the end of the semester will be based cumulatively on your contributions over the course of the semester.

Participation is graded using the criteria below, which are adapted from:

The average level of participation usually satisfies the criteria for a “7”, which would correspond to a “B”.

Grade 0-4.9 Criteria: When present, not disruptive. Tries to respond when called on but does not offer much. Demonstrates very infrequent involvement in discussion.

Grade 5,0-6.9 Criteria: Demonstrates adequate preparation: knows basic reading facts, but does not show evidence of trying to interpret or analyze them. Offers straightforward information (e.g., straight from the reading), without elaboration or very infrequently (perhaps once a class). Does not offer to contribute to discussion, but contributes to a moderate degree when called on. Demonstrates sporadic involvement.

Grade 7-8.9 Criteria: Demonstrates good preparation: knows reading facts well, has thought through implications of them. Offers interpretations and analysis of reading material (more than just facts) to class. Contributes well to discussion in an ongoing way: responds thoughtfully to other students' points, thinks through own points, questions others in a constructive way, offers and supports suggestions that may be counter to the majority opinion. Demonstrates consistent ongoing involvement.

Grade 9,0-10.0 Criteria: Demonstrates excellent preparation: has analyzed readings exceptionally well, relating it to other material (e.g., other readings, course material, discussions, experiences, etc.). Offers analysis, synthesis, and evaluation of class material (e.g., puts together pieces of the discussion to develop new approaches that take the class further). Contributes in a very significant way to ongoing discussion: keeps analysis focused, responds very thoughtfully to other students' comments, contributes to cooperative argument-building, suggests alternative ways of approaching material and helps class analyze which approaches are appropriate, etc. Demonstrates ongoing very active involvement.
B. INDIVIDUAL EXERCISES (HOME) – (10%)

During the course, students will be required to write two full exercises between lectures. The exact nature of each exercise will be explained at the end of each relevant lecture and material will need to be presented / discussed during the following relevant lecture. Where relevant, students will be given the chance to present their work at the beginning of the class, helping them to boost their class participation.

Students will be working on a brand of their choice on different aspects covered in the course.

The first assignment will be worth 5% and will be due after Part I, before the exam. For the brand chosen, students will be asked to complete the essence of brand positioning for that brand using the tools that they learn in class. The first assignment will be handed back to students after marking.

The second assignment will also be worth 5% and students will have to research, for the chosen brand, the suitable elements that exemplify reputation and that reinforce a 360º brand value equation for all stakeholders of a brand.

• You must hand in all assignments. Assignments must be handed in punctually. Tardy assignments will see the grade progressively lowered by one point up to a maximum of 48 hours delay.

• All assignments must be handed in on their respective columns on campus online. I will not review assignments delivered after 48 hours of the due date, nor will I review assignments delivered via email or as hard copies.

• All assignments must be handed in either in a Word or Power-Point Formats. No PDF assignments will be accepted and they must be submitted on Blackboard. The Professor will not evaluate assignments submitted via e-mail.

• Just coming to class is not enough to get a high participation score. You must actively share in class discussions, participate in group activities and come to class prepared with insightful and interesting ideas.

• Doors close 5 minutes into the class time and students will be deemed absent past that time.

• Plagiarism will result in a failing grade.

C. MID TERM EXAM (10%)

The Mid-term Exam will check your understanding of the main concepts and will review the assigned reading and class discussions for the first 14 sessions of the course. Complete emphasis will be made on branding aspects. The exam will last for 1hr 20min.

D. FINAL GROUP PRESENTATION AND REPORT (30%)

This project provides a hand-on opportunity to practice on the learnings from the whole course. You will be working in small groups of about 5/6 (TBC depending on the total number of students). Students will be given the chance to conform their groups and present their members during Session 10. If a student does not have a group by then, they will be assigned to one.

You will be handed in a real briefing from a real Branding problem.

Please note you will be expected to work on the project throughout the course, adding information as you learn material in lectures.

You will present your work as a group during Sessions 28 & 29. THESE TWO SESSIONS ARE COMPULSORY, SINCE THEY CONSTITUTE A FORMAL EXAM OF THE TEAM AS A WHOLE. NO TALKING WILL BE ACCEPTED DURING THE PRESENTATION.

Details on expected output are given during the Briefing Session.

(More on this project is given at the end of the document.)

E. FINAL EXAM (30%)

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The exam will be based on all the materials discussed during the semester (lectures, class discussions, assigned readings, and class assignments). Re-grade requests have to be submitted in writing explaining why you believe that your answer, as written, was incorrectly graded. Please note that when you ask for a re-grade, since this considers again the whole exam, the final grade may be increased as well as decreased.

F. PEER EVALUATION (5%)
The presence of free-riders in teams is a problem I take VERY seriously. The willingness and ability to work in teams is highly regarded in the workplace and this class will help you to start working with this mindset. Teams as a whole will be responsible for their general management and teammates will be asked to provide a written evaluation of their peers. Sessions 8 and 16 and the formal presentation of the projects during Sessions 28-29 are important team efforts with a considerable weighting in the overall grading of this class. I therefore expect all members of all teams to collaborate and work diligently to achieve the best possible results. Thus, attendance to all these sessions will be compulsory to ensure a team effort and any unjustified absence will be penalized. Should there be any “serious” circumstance to take into account, I will expect students to formally warn me with plenty of time to take action. I will not accept last minute excuses.

RETAKE POLICY
- Each student has 4 chances to pass any given course distributed in two consecutive academic years (regular period and July period).
- Students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enrol again in this course next academic year).
- Grading for retakes will be subject to the following rules:
  - Students failing the course in the first regular period will have to do a retake in December/ January (TBC) (except those not complying with the attendance rules, which are banned from this possibility).
  - Date and location of the December/January (TBC) retakes will be posted in advance and will not be changed. Please take this into consideration when planning your summer.
  - The maximum grade that a student may obtain in the retake will be 8 out of 10.

- The June/July retakes will consist on a comprehensive exam. The grade will depend only on the performance in this exam; continuous evaluation over the semester will not be taken into account. This exam will be designed bearing in mind that the passing grade is 5 and the maximum grade that can be attained is 8.
- The non-June/July retakes (this happens in the ordinary period: students in their third attempt) will consist on an exam. Students should take the final exam with the rest of the class.

PROFESSOR BIO
Professor: MARIA EIZAGUIRRE DIEGUEZ
E-mail: meizaguirre@faculty.ie.edu

22th November 2018
Dr. María Eizaguirre  
meizaguirre@faculty.ie.edu

Academic Background
BA (Hons), Durham University; M.Sc by Research, Durham University  

Corporate Experience
Upon completion of her D.Phil, Dr. Eizaguirre started working on the private sector where she has spent 18 years: first as Strategic Planner for Young&Rubicam, she later joined her main client, Kraft Foods within the Consumer Insights & Strategy team (CIS) and ultimately lead the Innovation CI function across the EU (Senior CIS Manager, EU).  
Maria then took up a position as Marketing Director for a new venture by IE Business School: IE University (2010). She subsequently became Director Insights & Strategy for IE Corporate, leading efforts around repositioning programs (e.g. IMBA, MIM) and portfolio management (e.g. part-time executive programs and IE Law School).

After 6 years at IE, she moved back to a multinational setting, taking up an executive position as VP Marketing & Sales at Laureate International Universities and leading Marketing, Sales and Business Development & Analytics.

After 18 years of business experience she went back to IE Business School where she is Academic Director of the MCMC (Master Corporate and Marketing Communications) and of IE's Centre for Consumer Driven Growth, an IE venture that provides leading edge applied research on driving growth through customer-centricity with the support of big multinational clientes.

Academic Experience
Nominated Best Professor IE HST
Academic Lead for Marketing Fundamentals for the BBA program
Director Innovation Lab at IE University

Office Hours: TBC depending on the teaching schedule.
Additionally to Office Hours, Dr. Eizaguirre is on Campus every day from 9 - 15hr and will see students during those hours by request.
Please use the following email address for all communications: meizaguirre@faculty.ie.edu

OTHER INFORMATION
- This subject does not require the use of a laptop / tablets except in cases when students take notes. I will take note of which students do so and follow up closely.
- Laptops / tablets will be used to spark certain discussions, and are thus necessary for Sessions 9-14 but the use will be controlled.
- There is no need for laptops outside these two instances. Any other use which is not strictly academic is forbidden and may result on class expulsion of the individual using the laptop.
- Use of any other mobile device (mobile phones) is strictly forbidden. Mobile devices should be put on Airplane Mode during class and its use will result on immediate expulsion from the class.

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CODE OF CONDUCT IN CLASS

1. **Be on time**: Students arriving more than 5 minutes late will be marked as “Absent”.
   Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).

2. **If applicable, bring your name card and strictly follow the seating chart.** It helps faculty members and fellow students learn your names.

3. **Do not leave the room during the lecture**: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”.
   Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. **Do not engage in side conversation.** As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.
   If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.

5. **Use your laptop for course-related purposes only.** The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.

6. **No cellular phones**: IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.

7. **Escalation policy: 1/3/5.** Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.