



ONLINE Ljubljana Summer School

“Take the Best from East & West”

4 – 22 July 2022

Strategic Brand Management: meaning, value and culture - ONLINE

Bachelor (final year) & Master course (ECTS: 7)

9:30 – 12:00

SPIER Peter

SKEMA Business School, France

Course objectives and learning outcomes:

Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight...) for almost three times its stock market value and 26 times its earnings. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: ‘products are created in the factory. Brands are created in the mind.’

Brands provide a short-cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain lifestyle, set of values or attitude. Brands can become objects of affection or desire - ‘Lovemarks’, even. Buying a brand is an integral part of an individual’s quest for identity and meaning. It could be argued that brands create value by providing consumers with content, a form of belief system and powerful stories that embody these beliefs and values.

Students will learn how companies manage ‘brand equity’ - clearly a major strategic issue - but also to reflect on how the use of different frameworks for understanding brands impacts the way they are managed.

This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets.

More than that, however, the course explores the importance of sense and meaning in the creation of value as well as the degree to which this is rooted in a specific social and cultural context. In doing so, it raises important questions about the role of marketing and consumption in modern society.

As a result of this module, students will be able to:

Knowledge and Understanding (subject specific)

understand a broad range of issues related to branding, but also achieve a richer vision of how meaning and value are created

Cognitive skills

use a range conceptual frameworks and approaches to better understand how brands function

Key transferable skills





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understand the implications of different theoretical approaches to branding and the management of intangibles and ‘meaning’ in marketing

Ethical and social understanding

understand the importance of values and ethics in the branding process

Prerequisites for attending the course:

While not mandatory, it is advisable for students to have an intermediate knowledge of marketing

Course syllabus/Daily topics:

PROGRAMME DAY	ACTIVITY/TOPIC/SESSION
Monday, 4 July	LSS Welcome session (no lectures)
Tuesday, 5 July	Introductory session: overview of brands and branding as well as associated issues
Wednesday, 6 July	Brand identities and architecture: identifying and managing distinctive brand assets (name, logo, visual identity...). Brand territory, brand architecture.
Thursday, 7 July	Building a ‘human’ brand: brand personality strategies. Brand endorsement and meaning transfer. Tone of voice.
Friday, 8 July	Coaching session on the group project: analysis of brands in a market of the group’s choice
Monday, 9 July	Branding with feeling: the effective use of emotional branding. Understanding the tension between reason and affect in decision-making and brand relationships.
Tuesday, 12 July	Brand experience: Service and experiential branding. Case study: <i>Starbucks - more than just a cup of coffee</i>
Wednesday, 13 July	From Veblen to ‘Whassup’ - the social and cultural life of brands: setting brands in the social and cultural context. The ‘meaning’ of brands. Brands as narratives of social identity. How brands become icons. Case study: <i>Levi’s - rescuing an iconic brand.</i>
Thursday, 14 July	Building brands together: brands, tribes and communities. Case study: <i>Glossier girls</i>



Monday, 18 July	Standing up to stand out: purpose-driven brand strategies. Case study: <i>Gillette – the best a man can buy/be</i>
Tuesday, 19 July	Final group presentation
Wednesday, 20 July	No lectures (preparation for final examination)
Thursday, 21 July	Final examination / Project presentations
Friday, 22 July	Meeting hours with students & LSS Farewell session

Online teaching methods and tools/software used:

The course consists of lectures and computer exercises. Lectures use interactive teaching methods with MS PowerPoint presentations and demonstrations in Stata statistical software. Methodological approaches that are taught at any given lecture are then further demonstrated at the subsequent computer session with real data from economics, finance and business and with various case studies. Computer exercises are done interactively in a computer classroom with Stata statistical software.

Course materials/List of readings:

Students will be provided with a selection of recent articles and case studies for each session/topic.

Selected bibliography:

Mark Gobe (2010), *Emotional branding* (Allworth Press)

Tilde Heding et al. (2008), *Brand management: research, theory and practice* (Routledge)

Douglas Holt (2004), *How brands become icons* (Harvard University Press)

Douglas Holt (2012), *Cultural strategy* (Oxford University Press)

Jean-Noel Kapferer (2012), *New strategic brand management* (Kogan Page)

Kevin Keller (2012), *Strategic brand management* (Pearson)

Chris Malone & Susan Fiske (2013), *The human brand* (John Wiley & Sons)

Lisa Penalosa et al (2011), *Marketing management: a cultural perspective* (Routledge)

Evaluation method and grading scale:

Group assignment: 40%

Final exam (case study/short essay questions): 60%

Grading scale:

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-



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knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	

Short course leader(s) biography:

Dr. Peter Spier, Professor of Marketing, and Scientific Director of the MSc in International Marketing & Business Development at SKEMA Business School, France, was Director of International Marketing at Magnum Photos, the leading photo agency, as well as Director and Manager of ASPECT, the French subsidiary of the US firm that organizes language travel programmes. Dr Spier has a Doctorate from the University of Oxford and an MBA from ESCP-EAP, Paris.