



UNIVERSIDAD PONTIFICIA DE SALAMANCA

Brand Strategic Planning

Degree in MARKETING AND COMMUNICATION-4th year

Assignment Mode: Classroom lessons

Index

General information	3
Assignment description	4
Previous requirements	4
Objectives	4
Skills and competences	5
Contents.	6
Methodology	8
Evaluation criteria	8
Bibliography and other resources	9
Professor resumee	10

Brand Strategic Planning

General Information

Programme: Marketing

Type: Obligatory

Nº of credits: 6 ECTS

Temporary Unit: 4th course– 1st semester

Calendar: From September 28th, 2020 to January, 15th, 2021.

Timetable: Monday, from 10:20 to 12:00 h. and Wednesday, from 8:00 to 9:40 h.

Language of subject: English

Professor: Elena Fernández Blanco

E-mail: efernandezbl@upsa.es

Tutoring schedule: Monday, 8:00-10:00 am., Wednesday, 12:45-14:45 pm

Description of the assignment

Investigation and communication strategic planning of the Brand enable the student to evaluate, analyze and synthesize the personality and the meaning of a Brand, through a strategic integrated thought.

The subject is focused on the knowledge, analysis and application of the branding processes in the context of the current organizations. This means the diagnostic study, planning and management of the Brand in relation with the companies' goals. It includes the bases of Brand creation as well as the communication techniques and processes necessary to turn a brand in a solid brand.

Previous Requirements

They are no established prerequisites, however students are required to know about "Product and Brand policies" (2nd course).

Objectives

At the end of the course students must be able to:

- Acquire the essential knowledge of the theory and strategic thoughts, understood as a method of management decisions in Brand management.
- Understand the meaning of the brand as a part of business growth strategy.
- Identify the most important Brand strategies both organizations and institutions.
- Improve the knowledge of the management and administration processes of a Brand.
- Develop the skills and abilities to analyze different situations that allow the student to plan strategies of communication, finding an ideal solution to a communicative problem.
- Research and plan the Brand communications strategically, to define the position of the product in the mind of consumers and their different levels of subordination.
- Acquire the Knowledge of the new rules of branding and its trends.
- Understand of the methodologies and specific patterns for the analysis of the Brand value.

Skills and competences

<p>Transversal key competences</p>	<p>CT1. Ability to present the work in an original, innovative and creative way, imagining new situations and problems to develop new ideas and solutions using the concepts and theories learned and managing all available information.</p> <p>CT2. Capacity for decision-making: ability to identify, analyze and define the significant elements that make it possible to take decisions with criteria and in an effective way.</p> <p>CT3. Ability to take the risk, developing the capacity from thinking to deciding.</p> <p>CT4. Ability to relate people and environment without losing their autonomy, preserving their own identity and values.</p> <p>CT5. Ability to work as a team, developing the personal openness through oral and written communication.</p> <p>CT6. Ability to manage time, with capacity to organize and timing the tasks.</p> <p>CT7. Capacity to act with freedom and responsibility, assuming consistent ethical references, values and principles.</p> <p>CT9. Ability to develop creativity, innovation and entrepreneurship.</p> <p>CT11. Ability to work in national and global contexts.</p>
<p>Specific competences</p>	<p>CE2. Know the socioeconomic, technological, cultural and institutional environment, both nationally and internationally within the framework of the globalization of markets for business decision making.</p> <p>CE10. Ability to develop knowledge and skills in strategic marketing direction and its specific techniques (positioning, segmentation, analysis, measurement of effectiveness)</p> <p>CE13. Know and apply the basic marketing tools and ability to plan commercial strategies, making marketing decisions related to each of the commercial variables.</p> <p>CE16. Ability to understand the importance of integrated marketing communication, to know and apply knowledge theoretical, skills and communication tools to establish a comprehensive communication strategy of the company or organization.</p> <p>CE28. To have leadership capacity in the strategic decision-making process in general, and especially related ones With marketing and communication.</p> <p>CE32. Be able to communicate in English in the fields of marketing and commercial communication.</p> <p>CE35. Ability to plan and execute marketing strategies in digital environments, new media and spaces of interaction between brands and consumers, as well as the performance and effectiveness of such actions.</p>

Contents

THEORETICAL CONCEPTS

1. **The importance of planning and strategic thinking in Brand management**

Brief strategic theory: from military to management.

The influence of strategic planning on Brand management

The importance of strategic thinking for Brand management

2. **Brand management: processes**

Brand equity based on client.

Sources of Brand equity. Building a strong brand: building blocks of brand. Creation of brand value. Definition of brand elements (identity and Brand image).

3. **Positioning**

Identification and establishment of brand positioning. Segmentation and positioning.

Competitive analysis. Define and establish brand associations. Audit of the brand.

4. **Brand communication strategies: research, planning and evaluation**

Dimensions of brand strategy: functional, social and emotional.

Main communication strategic platforms.

Development of integrated brand communications programmes.

Communication in the moments of truth. Relational branding.

5. **Consumer/user research, strategic key**

Detection of insights

Motivational and Attitudinal Research

Life styles and trends.

6. **Brand appraisal and metrics**

The value chain of the brand. Design of follow-up studies. Follow-up studies and market valuation models (financial methods, comparison methods, holistic methods and valuation methods) and from the consumer (BrandDynamics of Milward Brown, Equity Engine of Research International, BrandAsset Valuator of Young & Rubicam, etc.).

7. **Other aspects of brand management and trends**

Global brands. Experiential and emotional branding. Brand community. Storytelling and brands. Branded content. Branded entertainment. Territorial branding.

PRACTICAL CONTENTS

1. **Brand y Branding.** Reading and analysis in classroom.
2. **The strategic consistency of brand in its different levels of subordination.** Case analysis on the need for coherence between the different strategic levels of a company / brand.
3. **The importance of emotional branding:** reading.
4. **Brand equity.**
5. **Brand communication strategies.** Analysis and exposition of cases studies.
6. **Brand positioning.** Case study
7. **Planning workshop: learning to contextualize.** Creative workshop of resolution of communication problems.
8. **Final Project: Brand strategic planning:** approach, development and follow-up of the group strategic planning work of the brand. It consists of several non-consecutive sessions dedicated to the group work approach: presentation of briefing, presentation and explanation of the different phases of work, group tutoring to guide the development of the same and final exhibition.

Methodology

METHODOLOGY	HOURS	HOURS OF WORK	
		CLASSROOM	OUT OF CLASS
Theoretical sessions	20	(40% aprox.)	
Practical sessions	26		
Theoretical/practical exam	2		
Reading exam	2		
Final Project Presentation	2,5		
Group or individual tutoring	3		
Homework and research	23		(60% aprox.)
Final Project "Brand Strategic Planning"	41		
Self study hours	30		
TOTAL		56	94

Explanation

The development of the subject will be based on theoretical classes accompanied by presentations and case analysis depending on the organization of the contents of the program.

The practical classes focus on procedures and skills associated with the design and development of communicative strategies. In this way, the practical classes will combine case analysis of brand strategies, reading and debate on core concepts in the strategic field and design works of ad hoc strategies for different communication problems.

Students in groups of 3-4 students should carry out the final project "Brand Strategic Planning", which is a strategic planning work for a brand. The work guidelines are provided in class, but the group must do much of the case outside the classroom because it involves desk research, consumer research, insight detection, development and strategic proposal phases.

Evaluation criteria

ORDINARY CALL

The qualification of the subject will result from the joint evaluation of the individual and group practices carried out by the student throughout the course (50%) and of the evaluation of the theoretical contents of the subject (30%).

Participation in the classroom, case analysis and voluntary exercises that allow the student to obtain the remaining 20% of the final grade.

- Theoretical examination of the contents of the subject: 30%
- Participation in the classroom (including exercise of compulsory readings): 20%
- Individual practices (including final project): 50%

EXTRAORDINARY CALL

The student must pass that part of the subject that has suspended. If it is a theory, it must carry out an examination of the theoretical contents and if it is practical, it must deliver on the date of the extraordinary call a work equivalent to the contents worked in the classroom (strategic planning of the mark).

In successive calls, the student must overcome the entire subject.

Materials Required, References and Tutoring

REFERENCES

- AAKER, D. y JOACHIMSTHALER, E. (2005): *Liderazgo de marca*. Deusto. Barcelona.
- AAKER, D.A. (2005): *Estrategia de la cartera de marcas*. Deusto. Bilbao
- ÁLVAREZ RUIZ, Antón (2012): *La magia del planner. Cómo la planificación estratégica puede potenciar la comunicación persuasiva*. ESIC, Madrid.
- BRU, Jean Marie (1997): *Disruption: overtuning conventions and shaking up the marketplace*. Willey.

- BRUCE, A. & LANGDON, K. (2000): *El pensamiento estratégico*. México: Grijalbo
- BRUJÓ, G. y VV.AA. (2010): *En clave de marcas*. Madrid: LID Editorial.
- CAPRIOTTI, P. (1999): *Planificación Estratégica de la Imagen Corporativa*, Ariel, Barcelona.
- CAPRIOTTI, P. (2007). *Gestión de la marca corporativa*. La Crujía. Buenos Aires.
- CARRIÓN MAROTO, Juan (2007): *Estrategia. De la visión a la acción*. Madrid: ESIC.
- CHERNEV, A. (2020). *Strategic brand management*. Cerebellum Press.
- CLIFTON, R. & SIMMONS, J. et al. (2003): *Brands and branding*. The Economist. Londres
- CONLEY, L. (2010): *DOM. Desorden obsesivo por las marcas*. Barcelona: Península.
- COOPER, Alan (compilador) (2006): *Planning: cómo hacer el pensamiento estratégico de las comunicaciones*. Thomson Learning, Buenos Aires.
- COSTA, J. (2004): *Imagen de marca: un fenómeno social*. Paidós. Madrid.
- CRAINER, S. (1997): *El verdadero poder de las marcas*. Eresma & Celeste. Madrid.
- CUESTA, Ubaldo (VV.AA.): *Planificación estratégica y creatividad*. ESIC, 2012.
- DIXIT, A. K. y NALEBUFF, B. J.(1992): *Pensar Estratégicamente*. Barcelona: Bosch Ed.
- FERNÁNDEZ, J.D. & LABARTA, F. (2009): *Cómo crear una marca*. Almuzara. Sevilla.
- FERNÁNDEZ, J.D., RUBIO-HERNÁNDEZ, M.M. & PINEDA, A. (2019) *Branding cultural. Una teoría aplicada a las marcas y a la publicidad*. Barcelona: UOC.
- FREIRE SÁNCHEZ, Alfonso (2017) *¿Cómo crear un storytelling de marca? De la teoría a la práctica profesional*. UOC.
- GARRIDO, Francisco Javier (2004): *Comunicación estratégica*, Barcelona: Gestión 2000.
- GIL, V. & ROMERO, F. (2008). *Crossuser: claves para entender al consumidor español de nueva generación*. Barcelona, Gestión 2000.
- GIQUEL, Ofelia. (2003): *El strategic planner. Publicidad eficaz de vanguardia*. Madrid: CIE Dossat.
- GOBÉ, Marc (2001): *Branding emocional. El nuevo paradigma para conectar las marcas emocionalmente con las personas*. Barcelona: Divine Egg Publicaciones.
- GÓMEZ JIMÉNEZ, M. A (2002): *¿Qué hay en una marca?* Dossat. Madrid
- GRANT, John (2012): *Brand innovation manifiesto. How to build brands, redefine markets and defy conventions*. Wiley.
- GRIZZANTI, Gaetano (2011). *Brand Identikit. Trasformare un marchio in una marca*. Bologna: Logo Fausto Lupetti Editore.
- HEALEY, M. (2009): *¿Qué es el branding?* Gustavo Gili. Barcelona
- HEDING, T., KNUDTZEN, C. F., & BJERRE, M. (2020). *Brand Management: Mastering Research, Theory and Practice*. Routledge.
- IND, N. (2001). *Living the brand*. Kogan Page, London UK.
- JOHNSON, Gerry (2010) 7ª edición. *Fundamentos de estrategia*. Madrid: Prentice Hall.
- KAPFERER, J.N. y THOEMING, J.C. (1991): *La marca. Motor de competitividad de las empresas y del crecimiento de la economía*. Madrid: Mc Graw Hill.
- KAUFMAN, Roger (1999). *El pensamiento estratégico: una guía para identificar y resolver los problemas*. Madrid: Centro de Estudios Ramón Areces.
- KELLER, K. L. (2008). *Administración estratégica de marca*. Pearson. México.
- KLUYVER CORNELIS A., de (2001): *Pensamiento estratégico: una perspectiva para los ejecutivos*. Buenos Aires: Pearson Education.
- KOTLER, Philip & CASLIONE, J. A (2009): *La ciencia del caos*, Gestion 2000.
- LANNON, Judie & BASKIN, Merry (2007): *A master class in brand planning. The timeless works of Stephen King*. John Wiley & Sons.
- LINDSTROM, M. (2010): *Buyology. Verdades y mentiras de por qué compramos*. Gestión 2000.

- MARTÍN PÉREZ, Carlos (2005): *Estrategia y mente: el código del gran juego*. Librosenred.
- MINTZBERG, H.; AHLSTRAND, B.; LAMPEL J.: *Safari a la estrategia*, Granica, Barcelona, 1998
- MILLER, Donald (2018) *Como construir una storybrand: clarifica tu mensaje para que la gente te escuche*. Empresa activa.
- MORGAN, Adam (2009): *Eating the big fish: how challenger brands can compete against brand leaders*. Wiley.
- MORIN, E. (2003): *La mente bien ordenada*. Barcelona, Seix Barral.
- NALEBUFF, B. J., y BRANDENBURGUER, A.M. (1996): *Coo-petencia*, Bogotá: Ed. Norma.
- OLLÉ, R. & RIU, D. (2009): *El nuevo brand management*. Barcelona: Gestión 2000.
- OMAHE, K. (1997). *La mente del estratega*. Madrid: McGraw Hill.
- PÉREZ GONZÁLEZ, Rafael (2001) *Estrategias de comunicación*. Barcelona: Ariel.
- RIES, A. & TROUT, J. *Positioning: the battle for your mind*. McGraw Hill, 2000.
- RIEZEBOS, R. & VAN DER GRINTEN, J. (2012). *Positioning the brand an inside-out approach*. Routledge. London.
- ROBERTS, K. (2005). *Lovemarks. El futuro más allá de las marcas*. Empresa Activa. Barcelona
- SALINAS, G. (2007): *Valoración de marcas*. Deusto, Barcelona.
- SÁNCHEZ BLANCO, Cristina (2011): *Planificación estratégica. La relevancia del consumidor en comunicación comercial analizada por los planners*. Madrid: Editorial Universitas, S.A.
- SCHULTZ, M. (2010). *Esencia de marca*. Lid Editorial. Madrid
- STALMAN, Andy (2015). *Brandoff: el branding del futuro*. Barcelona: Gestión 2000.
- STALMAN, Andy (2018). *Human OffOn: ¿está internet cambiándonos como seres humanos?* Barcelona: Deusto
- SEMPRINI, A. (1995): *El marketing de la marca. Una aproximación semiótica*. Paidós. Barcelona
- SEMPRINI, A. (2005): *La marca postmoderna*. Franco Angeli. Milano.
- STEEL, Jon (2000): *Verdades, mentiras y publicidad: el arte de la planificación de cuentas*. Celeste.
- TELLIS, Gerard J. & REDONDO, Ignacio (2001), *Estrategias de Publicidad y Promoción*, Addison Wesley. Pearson Educación, Madrid.
- TORO, J.M. (2009): *La marca y sus circunstancias. Guía completa del brand management*. Deusto. Bilbao.
- VELILLA, J. (2010): *Tendencias y retos en la comunicación de marca*. Editorial UOC. Barcelona.

MOODLE

In Moodle the student finds the basic materials of the subject.

Also in moodle will hang the concrete statement of each task that the student must perform. The student will upload their exercises to the platform and thereafter find the corresponding correction.

Professor Resumee

ELENA FERNÁNDEZ BLANCO

Degree in Advertising and Public Relations and PhD in Advertising (UCM). Accredited by ACSUCYL as a professor of Private University. Sexenio granted (2015). Lecturer in the Faculty of Communication, teaching subjects related to research and planning of advertising media, strategic planning and brand planning in the Advertising and Marketing degrees and in different

university masters. He has participated in 12 research projects funded in the last 10 years. Coordinator of the Research Group Creativity and entrepreneurship (Universidad Pontificia) and member of the UIC of Brand Management and Communication Processes of the Universidad Complutense de Madrid, (nº 962041).

ADENDA GUÍA DOCENTE ONLINE

Vigente durante el curso 2020-21 en caso de confinamiento generado por la crisis del COVID-19

Brand Strategic Planning

Metodología en el entorno *online*

METODOLOGÍA (ACTIVIDADES FORMATIVAS)		TOTAL HORAS	HORAS ACTIVIDADES SÍNCRONAS DEL ALUMNO	HORAS ACTIVIDADES ASÍNCRONAS DEL ALUMNO	
CLASES SÍNCRONAS	Clases teóricas síncronas	10	30 (20%)		
	Clases prácticas síncronas	14			
	Tutorías virtuales	1			
PRUEBAS Y PRESENTACIONES SÍNCRONAS	Pruebas escritas síncronas	2			
	Pruebas y presentaciones orales síncronas	3			
PRUEBAS DE EVALUACIÓN ASÍNCRONAS	Pruebas escritas asíncronas	2	30 (20%)		
RETOS ACADÉMICOS	Enunciado, entrega y retroalimentación de tareas	20			
	Creación, almacenamiento y búsqueda de información	6			
	Realización de consultas y encuestas	X			
	Discusiones, debates o diálogos	2			
	Lección práctica de actividades y contenidos interactivos	X			
	Generación colectiva de material	X			
TRABAJO AUTÓNOMO	Preparación de ejercicios y de casos prácticos	25			90 (60%)
	Lecturas	30			
	Estudio personal	35			
TOTAL		150	30	30	90

Criterios de evaluación en el entorno *online*

EVALUACIÓN		PUNTOS (sobre 10)
PRUEBAS Y PRESENTACIONES SÍNCRONAS	Pruebas y presentaciones orales síncronas	0,5
	Pruebas escritas síncronas	2,5
PRUEBAS DE EVALUACIÓN ASÍNCRONAS	Pruebas escritas asíncronas	2,5
RETOS ACADÉMICOS	Enunciado, entrega y retroalimentación de tareas	3,5
	Creación, almacenamiento y búsqueda de información	0,5
	Realización de consultas y encuestas	X
	Discusiones, debates o diálogos	0,5
	Lección práctica de actividades y contenidos interactivos	X
	Generación colectiva de material	X

• PRUEBAS Y RETOS ACADÉMICOS DE EVALUACIÓN *ONLINE*

- Prueba escrita síncrona: cuestionario con preguntas ensayo y test de los contenidos de la materia
- Prueba escrita asíncrona: cuestionario con preguntas ensayo de lecturas
- Enunciado, entrega y retroalimentación de tareas: realización del caso práctico final de la asignatura
- Enunciando, entrega y retroalimentación de tareas: ejercicios prácticos
- Prueba y presentaciones orales síncronas: presentación del proyecto de marca final
- Discusiones, debates o diálogos: foros de conclusiones de las unidades de la asignatura
- Creación, almacenamiento y búsqueda de información: generación de glosario de términos fundamentales de la asignatura

Recursos de aprendizaje y apoyo tutorial *online*

Además de los recursos disponibles en el Moodle de la asignatura para el seguimiento y aprendizaje de las unidades de la materia, se dispondrá de tutorías online y chats para la resolución de dudas. Asimismo, se facilitarán artículos e informes de interés organizados por carpetas y temas en el Moodle.