

National Research University - Higher School of Economics

Faculty of World Economy and International Affairs

Master of International Business Program



Course Syllabus

Global Brand Management

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Global Brand Management

Course Description

Pre-requisites:

- World Economy
- International Relations
- Foundations of Managerial Economics
- International Marketing

Prior coursework and exposure to core concepts and principles of international marketing are required as the course builds upon those fundamentals. Knowledge of the basic principles of consumer behavior, market research and managerial economics are highly recommended as the course work leverages those skills and knowledge consistently.

Course type: elective

Course Overview and Objectives

Brands are at the core of the business success and financial power of the world's most successful international companies. Strong global brands often become the most valuable asset of the company (e.g. Gillette, Coca-Cola, Apple, Pampers, McDonalds), and are now specifically valued, tracked and ranked globally as a stand-alone business asset (e.g. by Forbe's World's Most Valuable Brands listing). The critical importance of building and effectively managing strong global brands has never been as pressing as today, as the other sources of lasting competitive advantage in the market erode rapidly or collapse (incl. access to technological, manufacturing or financial resources). While almost any new product or technology can be replicated rapidly and cheaply by competition, a well-established brand and its relationships with the consumers cannot, which makes it a source of lasting and highly resilient competitive advantage for the long-term financial success of the business.

Course objectives:

1. Provide in-depth understanding of the role brands play in creating significant and lasting value for both the Consumer (improving consumer experience and value received), and for the Business (driving shareholder value and creating a lasting competitive advantage in the marketplace).
2. Provide an overview and appreciation of the key issues of planning, executing and evaluating international brand strategies to effectively build and manage a strong global brand.
3. Provide a foundation skill set of applying the appropriate concepts, principles, frameworks and tools related to planning, execution, and evaluation of an effective international brand strategy to drive sustainable profitable growth of a business.
4. Reinforce students' strategic thinking capabilities, including thinking critically and creatively about the challenges, key considerations, strategies and execution involved in building, growing and leveraging global brands in today's increasingly competitive and highly complex business environment.
5. Reinforce students' practical skill sets of business analysis, critical thinking, organizational leadership, working in teams, project management and business communication.

On completion of the course, students will develop fluency in concepts that can be used in careers in marketing, sales, brand management, and other business functions which involve consumer behaviour, brands, and business planning – in virtually any type of organizations.

Course Structure

The course structure is a combination of lectures, class discussions, work on business cases, and team exercises. This approach aims to provide an effective balance between the appropriate academic exposure, and the practical business content and course experience to best equip students with the relevant skillset to apply in the practical settings in their respective careers and organizations.

Week	Topic	Lectures	Seminars	Total class hours	Self study hours	Total hours
1	Introduction: What is a brand? Why do brands matter?	2	2	4	6	10
2	Branding challenges and opportunities. Brand positioning.	2	2	4	6	10
3	The global brand equity	2	2	4	6	10
4	Brand awareness and brand loyalty	2	2	4	6	10
5	Brand associations and perceived quality	2	2	4	6	10
6	Creating the brand: name, symbol, and slogan	2	2	4	6	10
7	Mid-Term Exam (Team Presentations)		4	4	6	10
8	Developing a brand strategy	2	2	4	6	10
9	Designing and implementing brand marketing programs	2	2	4	6	10
10	Integrating marketing communications to build brand equity	2	2	4	6	10
11	Measuring and tracking brand performance	2	2	4	6	10
12	Growing and sustaining brand equity	2	2	6	6	12
13	Final Exam (Team Presentations)		4	4	7	11
14	Final Exam (Team Presentations)		4	4	7	11
	Total hours	22	34	58	86	144

Course Materials

Required reading:

Keller, Kevin Lane (2012). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. – Fourth (4th) Edition. Pearson. ISBN-10: 0132664259

Recommended reading:

Sharp, Byron (2010). *How Brands Grow: What Marketers Don't Know*. – 1st Edition. Oxford University Press; ISBN-10: 9780195573565

Aaker, David A (2011). *Brand Relevance: Making Competitors Irrelevant*. Jossey-Bass. ISBN-10: 0470613580

Aaker, David A (1995). *Building Strong Brands*. Free Press ISBN-10: 002900151X

Ries, Al; Trout, Jack (2001). *Positioning: The Battle for Your Mind*. McGraw-Hill Education. ISBN-13: 978-0071373586

Ogilvy, David (1985). *Ogilvy on Advertising*. Vintage. / by David Ogilvy. Vintage. ISBN-10: 039472903X

Grading System

Current testing grading has 10 ranks and all forms of activity are evaluated according to this scale.

Group case is evaluated according to the quality of demonstrated critical thinking, business logic and conclusions, mastery of the topics and concepts covered during the course, coverage of all the relevant and assigned topics, and the quality and efficacy of teamwork as demonstrated during the class presentations.

The final course grade will be calculated as a weighted sum of the below core elements:

25% - attendance

10% - in-class participation

25% - mid-term business case presentation

40% - final business case presentation

Guidelines for Performance Assessment

The course is designed to maximize practical applicability and real-life application of core brand management concepts and frameworks. We will therefore avoid a pure “lecture environment”, and rather conduct a significant part of the course in the framework of business meetings, presentations and discussions in-class, as well as substantial focused teamwork during out-of-class preparation.

Attendance: Considering the pace of coursework, and the interdependence of students in the close teamwork environment, attendance (both in class and in independent team meetings) is critical. Please notify the instructor in advance if you must miss a class for an unavoidable reason.

Participation: Class participation is an important component of your grade. Both the quality and quantity of your contributions to our class will be considered.

Team Work and Team Project: Toward the goal of helping you “learn by doing,” and better equipping you for success in the real-life working environment, we will be working in business teams throughout the semester (very similar to real-life multifunctional business teams developing and executing brand marketing plans in today’s multinational corporations). Each team will select a challenging business/ marketing project, and will consistently work to apply knowledge and tools acquired in class to develop, validate and present a full-scale marketing plan addressing the relevant brand management challenges. You will be expected to turn in and present a number of assignments related to this project throughout the semester and then generate a complete marketing plan addressing the relevant brand challenges. Deliverables related to the marketing plan will be 1) a written report and 2) a professional presentation to the “upper management” or a “group of investors” by the Team.

About the instructor:

Maxim Shevchenko is a visiting instructor at the Higher School of Economics, with 19 years of international career experience in marketing and brand management. His experience includes executive roles as Marketing Director for Russia & CIS at SC Johnson Company, Kimberly-Clark Corporation (a Fortune 200 FMCG company), and Tchibo Company; as well as earlier brand management roles at Procter & Gamble (world’s largest FMCG company, ranked 24th in Fortune 500), in both Russia and Europe. He worked and lived in Russia, the United States, Switzerland, England, and Belgium. He earned a U.S. MBA degree in 2001 from the University of North Carolina (Greensboro, NS), and was inducted into the Beta Sigma Gamma, the U.S. National Honor Society

for Business Administration. In his business career, he has built a strong track record delivering superior growth results, and business turnaround cases. His and his teams' work was recognized by the industry earning six EFFIE Awards (highest international award in marketing and brand-building) and three Silver Mercury Awards (the biggest Russian award in advertising and marketing).