

Syllabus

Managing and building brands in the digital era

- **Instructor:** Eva Halasz (halasze@ceu.edu & evaangelahalasz28@gmail.com)
- **Office hours:** TBD upon agreement before course
- **Credits:** 1.5
- **Term:** 2017-2018 Spring
- **Course level:** MA, MBA

Prerequisites: As building brands is not just the task of Marketing within an organization, this course builds not just on core Marketing knowledge, but also Strategy, Organizational Behaviour and Finance. Students should ideally have good basic knowledge of these four subjects. Also, this course is useful not just for those who have worked and/or would like to work in Marketing, but the track record shows that students who work in Strategy, Consulting, Management or especially who are entrepreneurs also greatly benefit from it.

Course description:

Branding is a constantly evolving and fascinating area: building strong brands has always been the Holy Grail of business success. Most areas of business just like the economy change at an unprecedented speed. However, one thing does not change: while finance, HR, even operations are being outsourced, branding will never be.

A powerful, differentiated and relevant brand will always remain the most valuable asset for winning companies.

This course aims to provide students with both the theory and practice of building compelling brands on and offline: it teaches them a much sought after way of ambidextrous (analytical *and* creative) thinking and introduces them to a practical toolkit of brand building and a wide variety of techniques, such as performing communications audits, conducting client brand workshops and developing a solid online presence.

Learning outcomes

Extensive brand knowledge and unique, ambidextrous (creative AND analytical) way of thinking

- **Key brand elements and what makes a brand strong**
- **Crafting a brand strategy (strategic framework)**
- **Preparing client and agency briefs**
- **Implementation: working with organisations, agencies and customers to build brands**
- **Metrics and components of brand equity**

- Going digital and using social media
- Creating an online strategy (social creativity, content and data)

<i>Core Learning Area</i>	<i>Learning Outcome</i>
<i>Interpersonal Communication Skills.</i>	Students will be able to acquire a unique mix of analytical reasoning and creative thinking and use narrative and storytelling for a more powerful effect.
<i>Technology Skills</i>	Students will be able to use social media and websites for business purpose. Presentation writing and giving skills will develop further.
<i>Cultural Sensitivity and Diversity</i>	Students will learn about how companies from different cultures build their brand and internal culture around the brand.
<i>Quantitative Reasoning</i>	Students will learn how to quantify the value of brands, and how to use their knowledge from microeconomics and finance to make brand decisions.
<i>Critical Thinking</i>	Students will be encouraged to use their logical and analytical “right brain” and their artistic and creative “left brain” at the same time. This course offers an extremely powerful transferable skill, as it teaches students a unique way of looking at business issues.

Reading list

The course requires on average 40 minutes preparation before each class.

- BCG - Sarah Willersdorf: What brands can learn from online dating <https://youtu.be/-XomsETqwZU>
- French, LaBerge, Magill: We are all marketers now (McKinsey Quarterly), July, 2011
- Burberry Case Study- Eva Halasz
- Case study: Skandiabanken Norway
- Marketing Touchpoints: The UBS story (Prophet consultancy)
- Art Kleiner: A Long-Wave Theory on Today’s Digital Revolution
- K. L. Keller: Strategic Brand Management p 104-111, p 161-196, p 520-552

Assessment

Two basic minute papers	10 points
Creative brief	10 points
Group project	40 points
Class attendance and participation	<u>40 points</u>
Maximum total	100 points

Course schedule and materials for each session (also please see reading list above)

1. Brand strategy and planning-Part 1: The category and the customer

How to conduct a brand audit: communications audit, internal audit, competitor analysis, customer insight.

Customer session:

- Targeting and different types of segmentation
- Identifying customer behaviour, motivations, values and key dilemmas
- How to initiate behaviour change for the brand's favour

2. Brand strategy and planning-Part 2: Brand tools and frameworks

Defining brand personality: Brand Archetypes, Mood Boards and Associations

Defining brand promise: the Values Ladder

Distributing of creative briefs – The Kickstarter Project

3. Creative sessions and internal branding

Creative briefing sessions – The Kickstarter Project

Internal branding

- How to turn brand values to cultural values
- How to align the 3Bs
- Full brand blueprints

4. The digital revolution

Practice brand basics further: Skandiabanken Norway

The digital revolution: from 360 degrees to 365 days

Branding in the “always-on” world

Customer engagement and building communities in the digital space

The concept of Social Creativity and “Fluidity”

5. Digital strategy and brand valuation

More about digital: content creation and data. Burberry Case Study

Why and how to measure brand value:

Comprehensive overview of valuation methods: pros and cons

- Cost and revenue based models

- The Interbrand method

- The Aaker model

BAV (Y&R's model) in focus: valuing brands from the customer's perspective.

6. Global branding and group brand presentations

Marketing to the global customer: opportunities and challenges

In small teams, refresh a chosen brand: perform audit and make recommendations

Short Bio of Eva Halasz

Eva Halasz has more than twelve years of guest-lecturing experience (MBA and EMBA-level) of Brand Strategy and Management with the Imperial College Business School and the Judge Business School of the University of Cambridge, UK where she managed to get consistently outstanding student ratings for her interactive and inspirational way of lecturing. Besides her academic work Eva has extensive industry experience, which enables her to give a very broad perspective on her subject, merging the latest theory and practice. Eva worked as a management consultant for Booz&Co London, then as a brand consultant for Y&R, Landor, and DDB's Innovation Team. In her career Eva has helped a wide variety of companies to be more successful through better building and managing their brand, having worked on projects in more than a dozen countries.

Eva's mission is to help her students acquire a new way of thinking and give them solid, practical skills to deal with brand-related issues. Her ultimate goal is however, to make them as passionate about branding as she is. A native Hungarian, Eva holds an MA from Corvinus University, Budapest and an MBA from Imperial College, London.