Universidad de Navarra

Brand Management

Subject guide 2026-27

INTRODUCTION

Course description:

The competitive enviroment of today has made companies to re-think their marketing activities and lead the company and brands very differently than before. From marketing responsibilities to category management there are lots of intuitions, changes and realities that need to be understood to cope with the complexity of this management activity.

This subject deals with the organization of the marketing function today and the way the best companies are facing the tough surrounding they are in: From single product to multi-product; from one brand to many; from selling to others to owned or franchised shops; from high margins to low cost pressure.

- **Degree:** Marketing
- **Module in the Degree Program**: Module IV (Communication and Branding) / Subject II (Branding)
- **Number of credits:** 6 ECTS
- **Year** Third year, first semester
- **Type of course:** Compulsory subject (obligatoria)
- **Previous requirement:** having completed the Introduction to Branding course
- **Instructor:** Dr. D. Jürg Kaufmann (Profesor Contratado Doctor)
- **Language:** English
- **Department:** Marketing and Media Management - School of Communication
- **Lecture schedule:**
  - Tuesday from 12:00 to 13:45 in classroom 2
  - Thursday from 12:00 to 13:45 in classroom 1

LEARNING OUTCOMES (Competencies)

Characteristics and aims of the subject

- Understand and get enough tools to manage marketing resources in developed companies through their brands.
- Study how brand value is created, both financially as in the consumer minds.
- Recommended for those students that want to fully understand the implications of the different possibilities there are to grow brands and brand portfolios.
- Together with the subject of Business Communications, attendants will have a full practical and theoretical approach to the most innovative and up-to-date companies and their strategical and managerial thinking and organization.

CORE COMPETENCIES

- CB1 - Students have demonstrated knowledge and understanding in an area of study that builds on the foundation of general secondary education, and is usually at a level that, while relying on advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.
- CB2 - Students are able to apply their knowledge to their work or vocation in a professional manner and possess the competences typically demonstrated through the development and defence of arguments and problem solving within their field of study.
- CB3 - Students have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgements that include reflection on relevant social, scientific or ethical issues.
- CB4 - Students are able to convey information, ideas, problems and solutions to both specialist and non-specialist audiences.

- CB5 - Students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.

GENERAL SKILLS

- GC2 - Knowing and assessing the role of marketing from a multidimensional perspective: historical, economic and business, legal, sociological, deontological and technological.
- GC3 - Knowing the tools and techniques of innovation and entrepreneurship processes that occur in marketing management.
- GC4 - Apply marketing tools based on an in-depth analysis and understanding of the functioning of markets and consumer behaviour.
- GC5 - Apply leadership, teamwork, planning and time management skills to responsible decision-making and problem-solving in marketing.

SPECIFIC COMPETENCES

- CE18 - Conocer los fundamentos de la gestión de marcas y aplicarlos de forma eficiente, adaptándolos a las particularidades de los distintos tipos de marcas de productos y servicios.

PROGRAM

(Continuation of the textbook from Introduction to Branding)

Part 4: Measuring and interpreting brand performance

- Chapter 8. Developing a brand equity measurement and management system
- Chapter 9. Measuring sources of brand equity: capturing customer mind-set
- Chapter 10. Measuring outcomes of brand equity: capturing market performance

Part 5: Growing and Sustaining Brand Equity

- Chapter 11. Designing and implementing branding architecture strategies
- Chapter 12. Introducing and naming new products and brand extensions
- Chapter 13. Managing brands over time
- Chapter 14. Managing brands over geographic boundaries and market segments

Part 3: Closing Perspectives

- Chapter 15. Closing observations

EDUCATIONAL ACTIVITIES

During the course, in order to achieve the formative objectives of the subject, the student must dedicate approximately 150 hours to work on the following activities:

- Theoretical classes (30 h.)
- Practical classes (30 h.)
- Assignments (individual/groups) (50 h.)
- Personal Study (40 h.)

ASSESSMENT

To calculate the final grade, course performance and grading will be determined as follows:

- Final exam.....50%
- Class project.....30%
- Weekly exercises in diary.....20%

There will be a final exam (multiple-choice test). Exams questions will be drawn directly from the textbook, lectures and class discussions. The final exam will be held on the examination period of December.

Students with special educational needs must contact the Faculty/School's Study Coordinator in advance to obtain authorization for accommodations (for example, additional time for exams). This authorization must be sent by the student to the professor. It is recommended that this be done at the beginning of the semester.

Criteria to pass the course

- Students whose final grade is 5 points or more will pass the course. **You need to pass the final exam before the final grade is calculated.**
- Students whose final grade is below 5 points will not pass the course and will be graded as *Suspenso*. They will have to attend an extraordinary exam in June.
- Students who do not take the final exam will not pass the course and will, therefore, be graded as *No presentado*.

Exam review

- Students will be able to review the exams in an interview with the professor, after publication of the grades, in a day and place that will be indicated.

Evaluation in the extraordinary call

- **For those who do not pass the course in May or did not take the exam** (grades *Suspenso* or *No presentado*) there will be an exam in June which will account for 100% of the final grade (if the other activities do not increase the average grade).

PLAGIARISM AND IA POLICY

Please note that any attempt at fraud, copying, plagiarism, or other irregular behavior constitutes a serious infraction as cited in the "Rules of Academic Discipline for Students" within the System of Rules at the University of Navarra.

In this course, the use of AI content generation tools is permitted when used in accordance with the following criteria: For each assignment, a paragraph must be included explaining which AI content generation tool was used, the reason for using it, and the dialogue maintained through the AI interface. It is important that the teacher understands the creative process that transformed their commands into the final result. Any use of generative AI tools outside of these parameters constitutes plagiarism and will be treated as such. A case of confirmed plagiarism leads to the automatic failure of the entire course.

If you need assistance, please ask me in class or write an inquiry to jkaufmann@unav.es.

OFFICE HOURS

Dr. D. Jürg Kaufmann (jkaufmann@unav.es)

- Despacho 0711 Edificio Ismael Sánchez Bella. Planta 0.
- **Please book an appointment on my Google Calendar: https://calendar.app.google/m9vTAyZqy1tgiFS86**

BIBLIOGRAPHY

Main Textbook

Universidad de Navarra

- Title: **Strategic Brand Management** Find it in the Library
- Author: Kevin Lane Keller
- Publisher: Pearson, Global Edition, Fourth Edition (2013) or Fifth Edition (2019)
- Recommended place of purchase: Amazon Kindle Version (e-book)

Additional bibliography (optional)

- **The Brandbook by Waly Olins Find it in the Library**
- **How Brands Grow by Byron Sharp Find it in the Library**
- Brand New by Waly Olins Find it in the Library electronic version
- Building strong brands by David A. Aaker Find it in the LIbrary
- The New Strategic Brand Management by Jean Noël Kapferer Find it in the Library
- Designing Brand Identity by Alina Wheeler Find it in the Library