



Universidad  
de Navarra

**Brand Management**  
*Guía docente 2023-24*

## INTRODUCTION

### Course description:

The competitive environment 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
- **Curso, semestre:** Third year, first semester
- **Type of course:** Required
- **Instructor:** Dr. D. Xavier Oliver (xoliver@unav.es)
- **Language:** English
- **Lecture schedule:** to be confirmed

## 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.



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- 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

1. **Introduction to Brand Management.** The Value Theory. The Circles of Influence and the Arrow Point
2. **The Art of Possibility and the Downward Spiral.** Discussion about Benjamin Zander's Ideas.
3. **Workshop.** Learnings from Benjamin Zander
4. **Case: Apple Retail Stores**
5. **Workshop:** Retail as a way of creating Brand Influence. Retail Brands that made it well
6. **Case: BCN Brand case**
7. **Workshop:** Brand Personality and how to create a good portfolio
8. **Case: Corona Beer (short version)**
9. **Workshop:** Beers of the world. Values and diversification processes
10. **Case: Semco**
11. **Workshop:** Managing company democracy
12. **Case: Samia Mazari**
13. **Workshop:** Creating a brand reputation in the B2B context
14. **Case: Etnia**
15. **Workshop:** How to manage distribution through third parties
16. **El Caserío**
17. **Workshop:** How to grow through differentiation. Brand Architecture
18. **Siemens**
19. **Workshop:** Employer Branding as a formula for change
20. **DKV**
21. **Workshop:** service as a diversification and differentiation formula
22. **El Celler de Can Roca**
23. **Workshop:** How to grow without losing the soul.
24. **What we Have Learned**

## EDUCATIONAL ACTIVITIES



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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

Class Participation: 40%, individual and group exercises: 60%

Individual interest in attending the sessions (only three absences allowed), as in the participation in the case discussions and in workshop presentations will be valued (40%)

## OFFICE HOURS

Dr. D. Xavier Oliver ([xoliver@external.unav.es](mailto:xoliver@external.unav.es))

- Please request an appointment via e-mail

## BIBLIOGRAPHY

- **Brand Leadership:** Building Assets in an Information Economy. Aaker, David A; Joahimstahler, Eric. 2.000 [Find it in the Library](#)
- **Brands that Dream:** Olver, Xavier & Serra, Elisenda. Libros de Cabecera 2014. Paperbook only in Spanish, digital in English and Catalan. X X [Find it in the Library](#)