



Henry Clavijo

## MODULE LEADER

**Henry Clavijo** holds an MBA from ESSEC Business School-France. He has international professional experience of more than twenty five years in hospitality and service industries. His teaching has been in strategic and financial Management. He has taught and coached students for their PhD, DBA and MBA. Henry is presently involved in research for his DBA at EM-Grenoble and University of Newcastle Upon Tyne and also for his PhD at ISEOR and University Jean Moulin. His is currently undertaking research in value creation and management within the hospitality industry. Among other companies, Henry has worked and conducted strategic and operating projects with Westin, Sofitel, Lenôtre, Groupe Flo, Paul Bocuse and Nestlé.

## RECOMMENDED READING

- Aaker, D. A. and Joachimsthaler, E., (2002), *Brand Leadership*, The Free Press, New York, ISBN 0-7432-0767-X.
- Keller, K. L., (2007), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Prentice Hall, Upper Saddle River, New York, ISBN 0-131888595.
- De Chernatony L. and McDonald M., (2004), *Creating Powerful Brands*, 3<sup>rd</sup> Edition, Elsevier, London, ISBN 0-750659807

## PRICE

**CHF1,800** (~€1,100)

Prices in Euros (€), as at October 2007, are only an indication; payment will be in Swiss Francs (CHF)

# BRAND MANAGEMENT IN MARKETING

## MODULE DESCRIPTION

In today's hospitality environment, brands have become more important from the **customers', investors' and stakeholders'** perspective. This Module prepares industry leaders and practitioners to focus on issues of developing, managing and evaluating global brand leadership strategies.

Like many other service businesses, hotels and restaurants depend on return guests who associate a particular brand name with concepts of comfort, quality and fair value. Over three days, participants will discover how creating a coherent brand experience requires the alignment of **every touch point** in the organization with a customer value proposition that leads to a strategic approach of brand management: building, measuring and managing brand equity. Participants will be familiarised with: developing brand identities, developing brand-building programmes, management of brand equity, brand leveraging and brand extension, the process of brand orientation; product and service strategies, customer value proposition, and, of course, **how to market brands**.

## LEARNING OBJECTIVES

By the end of the module, participants will be able to:

### Knowledge

- Identify the major implications of brand management
- Explain the strategic brand management building process in service industries
- Identify competitors' strategies in their brand building process

### Competencies

- Analyse, interpret and apply tools that help corporations build, measure and manage brand equity
- Evaluate the different existing methods and models used to determine brand value and brand equity
- Analyse the five-step process called *brand stewardship* and determine how this process helps hotels and restaurants to enhance brand positioning in the marketplace

### Mindset

- Explain the role of the brand value chain analysis and how it can help us to trace how the brand value is created and transferred
- Improve brand decision-making capacity through strategic, marketing, and financial tools and models

## METHODOLOGY

- Lecture-discussion, case study analysis, individual and team exercises
- Bring a **calculator** or a **laptop with Excel**

## PARTICIPANTS

From entry level to top management executives in any sector or department of the hospitality industry