

Unit 34: Hospitality Brand Management

Unit code	L/616/1819
Unit level	5
Credit value	15

Introduction

This unit gives students a comprehensive overview of brand management within the hospitality industry – starting with why brands are so important and how they are formed, through to measuring brand value and managing a portfolio of brands over time.

The unit is designed and structured to give students an end-to-end understanding of brand management. It explores a range of tools and techniques that can be employed to maximise brand value, while looking at a number of case studies that contextualise information within real-world examples to aid understanding of how effective brand management can be achieved.

Learning Outcomes

By the end of this unit a student will be able to:

1. Demonstrate an understanding of how hospitality brands are built and managed over time
2. Analyse how hospitality brands are organised in portfolios and how brand hierarchies are built and managed
3. Evaluate how hospitality brands are leveraged/extended over time domestically and internationally
4. Evaluate techniques for measuring and managing hospitality brand value over time.

Essential Content

LO1 **Demonstrate an understanding of how hospitality brands are built and managed over time**

Building brands:

Social psychology of brands

Present an overview of hospitality brands and how they are developed, the use of the brand pyramid

The advantages of branding for hospitality organisations, consumers/guests and intermediaries

What is brand equity?

How do hospitality organisations develop and grow brand equity?

The role of marketing in building brand equity and brand positioning and techniques

Managing a brand over time:

How to strengthen brand equity, brand extensions, reinforcing and revitalising brands through innovation

Overcoming brand crisis, transmedia branding and specific communication strategies for recovering and restoring a brand

Interacting with customers/guests: exploiting converging technologies to engage customers

LO2 **Analyse how hospitality brands are organised in portfolios and how brand hierarchies are built and managed**

Portfolio and hierarchy management:

Brand portfolio strategies for the hospitality industry, including the house of brands and branded property models

Hierarchy building: corporate branding, umbrella branding, family branding, endorsed sub brands and individual product branding

How brand equity is built at different levels of the hierarchy

Brand affiliation versus an organisation's building of their own brand

Using the customer/guest based brand equity model to develop and manage brands

The use of market research as a key brand management tool

L03 Evaluate how hospitality brands are leveraged/extended over time domestically and internationally

Brand extension and leverage:

Brand extension approaches and strategies

'Fit and leverage' in brand extensions

Determine the different ways that brands can be reinforced and revitalised

Co-branding strategies and partnerships with organisations in the hospitality sector and with organisations from other sectors

Global branding and positioning

Destination branding

L04 Evaluate techniques for measuring and managing hospitality brand value over time

Measuring and managing brand value:

Different brand measurement techniques for measuring brand awareness, market share, consumer attitudes and purchasing intent

Brand equity audit and management and brand tracking techniques

The relationship between branding and finance

The concept of brand value and different approaches: cost, market-based and financial-based methods to brand valuation

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Demonstrate an understanding of how hospitality brands are built and managed over time		LO1 LO2 LO3 LO4 D1 Make judgements and recommendations that are justified to improve the management of brands within a hospitality organisational context
P1 Explain the importance of branding as a marketing tool and why and how it has evolved in the hospitality sector	M1 Evaluate how brands are managed successfully over time using application of appropriate theories, models and concepts	
P2 Examine the key components of a successful brand strategy for building and managing brand equity for a chosen hospitality organisation	M2 Apply appropriate and validated examples within a hospitality organisational context	
LO2 Analyse how hospitality brands are organised in portfolios and how brand hierarchies are built and managed		
P3 Analyse different strategies of portfolio management, brand hierarchy and brand equity management	M3 Critically analyse portfolio management, brand hierarchies and brand equity using appropriate theories, models and frameworks	
LO3 Evaluate how hospitality brands are leveraged/extended over time domestically and internationally		
P4 Evaluate how brands are managed collaboratively and in partnership, both at a domestic and global level, within a hospitality context	M4 Critically evaluate the use of different techniques used to leverage and extend brands within a hospitality context	
LO4 Evaluate techniques for measuring and managing hospitality brand value over time		
P5 Evaluate different types of techniques for measuring and managing brand value using specific hospitality organisational examples	M5 Critically evaluate the application of techniques for measuring and managing brand value in relation to developing a strong and enduring brand using specific hospitality organisational examples	

Recommended Resources

Textbooks

AAKER, D. (2011) *Brand Relevance: Making Competitors Irrelevant*. 1st ed. San Francisco: Jossey Bass.

KAPFERER, J. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th ed. London: Kogan Page.

KELLER, K. (2015) *Strategic Brand Management: Global Edition*. 4th ed. Harlow: Pearson.

WHEELER, A. (2012) *Designing Brand Identity: An Essential Guide for the Whole Branding Team*. 4th ed. Holboken NJ: Wiley and Sons.

Websites

www.marketingprofs.com	Marketing Professionals Journal of interactive marketing (Research)
www.thebrandingjournal.com	The Branding Journal (General Reference)

Links

This unit links to the following related units:

Unit 15: Hospitality Marketing Essentials

Unit 33: Integrated Hospitality

Marketing Communications Unit 19:

*Hospitality Consumer Behaviour and
Insight*

Unit 42: Customer Value Management