

Higher National Unit Specification

General information for centres

Unit title: Marketing: Brand Management

Unit code: DV8M 35

Unit purpose: This Unit is designed to provide candidates with an understanding of the nature and value of brands across various industry sectors. It describes the practical techniques and processes used by brand managers to develop and implement successful plans.

On completion of this Unit the candidate will be able to:

- 1 Explain the importance of brand development within different industry sectors.
- 2 Explain the factors influencing brand management and brand development.
- 3 Evaluate an organisation's brand portfolio.

Credit points and level: 1 HN Credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Access is at the discretion of the centre, however candidates would be expected to have already undertaken introductory Units in marketing and promotion before undertaking this Unit.

Core Skills: There are opportunities to develop the Core Skills of Problem Solving at SCQF level 6 and Numeracy at SCQF level 5 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: A separate assessment is set for each Unit Outcome.

Outcome 1 may be a set of structured questions completed in class under controlled conditions. Approximately 1.5 hour time allocation should be allowed.

Outcome 2 may be a home-based assessment, posing a set of structured questions requiring short essay response. Ideally assessment questions should encourage the candidate to relate his/her knowledge to a particular business situation through highlighting examples rather than merely regurgitate theory.

General information for centres (cont)

Outcome 3 may be a home-based project assessment however some class time could be awarded at the discretion of the course tutor. Candidates must prepare a formal business report covering the key areas outlined in Evidence Requirements. The final report is to be supported with written evidence - however, optionally tutors may incorporate a summarised oral presentation. It is important that evidence produced shows sufficient application of theory in the form of a realistic and manageable plan which demonstrates that the candidate has a sound understanding of the whole subject.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain the importance of brand development within different industry sectors

Knowledge and/or skills

- ◆ Brand definition
- ◆ Branding development; past and present

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ define and explain the term branding
- ◆ explain the development of branding in terms of:
 - historical development
 - importance of branding
 - current factors influencing the importance of brand development across **two** of the following industry sectors:
 - consumer
 - retail
 - B2B
 - not for profit organisations

Assessment guidelines

This Outcome may be assessed by a set of structured questions. The assessment may be completed under restricted open-book conditions meaning that candidates will be allowed access to only a limited selection of materials, for example, one A4 sheet of notes. 1.5 hours assessment time is estimated. It is recommended that the total word count of combined assessment will be c.500–600 words but this can be edited at discretion of assessor.

Higher National Unit specification: statement of standards (cont)

Unit title: Marketing: Brand Management

Outcome 2

Explain the factors influencing brand management and brand development

Knowledge and/or skills

- ◆ Key elements of building and creating a successful brand
- ◆ Measuring brand equity
- ◆ Brand identity
- ◆ Branding approaches
- ◆ Legal issues of brand management

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ explain **three** key elements of building and creating successful brands
- ◆ explain the concept of brand equity and how it can be measured and evaluated
- ◆ identify the factors which create a brand's identity and explain how they impact brand development
- ◆ explain different approaches to branding which can be adopted by an organisation, covering **five** of the following:
 - corporate branding
 - product branding
 - family branding
 - re-branding
 - brand extension/stretching
 - co-branding and endorsing strategies
 - international branding
- ◆ identify the legal issues which directly impact brand management:
 - legal responsibilities governing brands
 - intellectual property rights of brands

Assessment guidelines

This Outcome may be assessed by a set of structured response questions. The assessment can be completed by candidates in their own time. Assessment questions should encourage the candidate to relate his/her knowledge to a particular business situation or relate to examples rather than merely regurgitate theory.

Higher National Unit specification: statement of standards (cont)

Unit title: Marketing: Brand Management

Outcome 3

Evaluate an organisation's brand portfolio

Knowledge and/or skills

- ◆ Methods and tools used to assess an organisation's brand portfolio
- ◆ Market review and competitor analysis
- ◆ Branding options

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can analyse an organisation's business branding and make recommendations. Evidence must be presented as a formal business report and cover the following key areas:

- ◆ using **one** of the following methods, evaluate an organisation's brand portfolio:
 - product life cycle
 - product positioning map
 - product portfolio planning model
- ◆ using relevant market information, recommend appropriate approaches for the management of the organisation's brand portfolio
- ◆ using the same method evaluated above, review the competitive position

Assessment guidelines

Circa 50% of coursework is likely to be based on this Outcome. It is envisaged that the formal report consists of approximately 1500–2,000 words. Assessment may be based on a case study text (see support notes) or other stimulus material. The report may be supplemented by an oral presentation.

Administrative Information

Unit code:	DV8M 35
Unit title:	Marketing: Brand Management
Superclass category:	BA
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Higher National Unit specification: support notes

Unit title: Marketing: Brand Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is an optional Unit within the Group Award in HNC/D Marketing and it may also form part of other Higher National Programmes. The Unit is designed to provide candidates with a basic knowledge and understanding of the principles of brand management and the operational issues in preparing and implementing brand plans for an organisation.

While this Unit is taught assuming a more specialist level of marketing knowledge, it need not be tied to any particular sector. It is possible this Unit may be undertaken as part of a wider vocational course and if so materials and case study materials should reflect the areas of industry which are relevant to the experience of the candidates.

Guidance on the delivery and assessment of this Unit

A separate assessment is set for each Unit Outcome. There are three in total. All Outcomes link sequentially in developing candidate's knowledge and skills on all aspects of developing appropriate brand management strategies in business.

Outcome 1

This Outcome is a short introduction; defining a brand and highlighting the factors which have led to brand development past and present. From this overview, the growing importance of branding across specific industry sectors (consumer, retail, business to business and not for profit) should be reviewed. This initial assessment may be set in class time allowing candidates access to restricted notes.

Outcome 2

This Outcome considers the factors required to create and develop successful brands within an organisation. Firstly it looks to review the marketing/organisational priorities which are essential in successful brand development. Candidates should be assessed on three key elements from the following; investment in research to understand customer perspective, clearly defined market positioning, integrated communication strategy, long term perspective and internal marketing.

The term 'brand equity' is increasingly used within business therefore candidate should understand not only what it means but how it is measured and calculated both from a marketing and balance sheet point of view. 'Brand identity' is another frequently used term. Specifically for this Outcome, the tutor should concentrate on all the factors which give a brand visual recognition to consumers and should therefore include; considerations in defining brand names, the role of packaging, aesthetics, symbols and logos. The Unit also requires candidates to understand the legal aspects governing brands and protecting them in the marketplace.

Higher National Unit specification: support notes (cont)

Unit title: Marketing: Brand Management

The most important emphasis for this Outcome however relates to branding strategies. Candidates should not only be able to identify different strategies; but should ideally understand the advantages and disadvantages and key considerations in adopting them to enable them to properly apply this theory in Outcome 3.

Outcome 3

It is envisaged that approximately 50% of course time is allocated to the final project based assessment.

It will be necessary for the assessment to be based on a fictitious case study since sufficient depth of information would not be freely available to candidates on enquiry to companies given issues of confidentiality. Also, since analysis of this market data must justify their recommended brand strategy, it is best measured against a 'fixed' base of information which assessors can control. Sufficient background and general market information will need to be provided in the case study to enable completion of basic business planning models such as product life cycle assessment, share analysis and positioning map.

The analysis of sales data is to review the performance of the company in context of the overall market. Information from case study and data analysis should be summarised in a SWOT. Recommendations should identify the proposed strategy to be adopted for each brand in the organisation's portfolio, ie:

- ◆ grow/revitalise selected existing brands
- ◆ create new brands
- ◆ defend and maintain mature brands
- ◆ divest or harvest declining brands

The latest materials and examples from current marketing and business practice should be used to illustrate and highlight marketing theory and brand management. In addition candidates should be encouraged to make use of relevant academic websites and other on-line resources.

While it would be useful to encourage guest speakers to have some input to the delivery of the Unit, it is appreciated that such visits are difficult to arrange. However, input from current marketing practitioners is encouraged whenever possible and practicable. Videos, exercises, case studies and other stimulus materials should be used throughout the Unit and a candidate centred approach should be adopted at all times.

When this Unit is being used as part of a vocational course the assessment material would ideally be tailored to the industry sector of the client group's experience.

Higher National Unit specification: support notes (cont)

Unit title: Marketing: Brand Management

Opportunities for developing Core Skills

There are opportunities to develop the Core Skill of Problem Solving at SCQF level 6 and Numeracy at SCQF Level 5 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

All elements of the Core Skill of Problem Solving, ie Planning and Organising, Critical Thinking, and Reviewing and Evaluating, will be developed and enhanced as candidates undertake the Unit. As an organisation's brand portfolio is analysed in depth and in detail the identification and assessment of all factors impacting on effectiveness will involve a high level of critical thinking. Reviewing and evaluating business planning models such as SWOT analysis, product life cycle assessment and share analysis will be an aspect of competence. Designing, justifying and presenting effective strategies which allow on-going opportunities for review and potential adjustment will be critical to achievement.

Accuracy of interpretation of figures and statistical data, together with the ability to calculate and present complex resource information, underpins the competencies developed in the Unit. Candidates could be provided with formative opportunities to enhance skills in the interpretation of numerical, statistical and graphic data to assure a satisfactory grasp of budgeting for marketing spend and the meeting of share/volume sales targets. Accuracy in sustained complex calculations and effective presentation of data could be enhanced by access to appropriate technology.

Open learning

If this Unit is delivered by open or distance learning methods, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA guide: Assessment and Quality Assurance for Open and Distance Learning (A1030, February 2001).

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on SQA's website: www.sqa.org.uk.

General information for candidates

Unit title: Marketing: Brand Management

This specialist marketing Unit aims to give you good insight into the importance of brands within companies. For any candidate thinking of a marketing career, it gives a grounding in the processes and techniques of building and sustaining brands in the marketplace.

It is a blend of theory and practice. Theoretically you will learn about why brands are important and how they are increasingly valued across all industry sectors. It will then explore the key elements of developing successful brands and look at the key decisions Brand Managers must make when managing their product portfolio in business. There may be two assessments to cover these aspects of the Unit with both assessments taking the form of a set of structured questions. The first may be in class under controlled conditions and the second may be home-based. The final assessment takes the form of a formal report of approximately 1,500 – 2,000 words.

On a practical level, the Unit will challenge you to become a Brand Manager for a fictitious company and to evaluate the most appropriate marketing strategy for the organisation to adopt. By this stage you will understand the analytical tools used in business planning to assess product performance in the marketplace and you will have a good understanding of how to plan for and counter competitor activities. This analysis and review is the critical decision-making stage which determines how a business should utilise its marketing resources and develop its future marketing plans.