

# Creation and international management of brands: the Made in Spain perspective

**MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT**

***UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO***

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## GENERAL DATA

### Brief description

This seminar will analyse the policies and strategies for creating and developing strong brands at national and international level. A first approach will focus on consolidating a brand in the local market, in order to position the brand in international markets as a second approach. In this regard, the module will cover the different alternatives available to companies for implementing their brands abroad. Within the concept of brand value, the procedure for the economic and financial valuation of brands will also be analysed, which will be the subject of optional work by the students. The seminar will also analyse the important relationship between the &#8220;Made in Spain&#8221; factor or effect (or its more modern conceptualisation of Made by) and international brand strategy.

### Name

Creation and international management of brands: the Made in Spain perspective

### Code

102819

### Academic year

2024-25

### Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

### ECTS Credits

1

### Type

ELECTIVE

### Duration

Cuatrimestral

### Language

Spanish/English

# CONTENTS

## Contents

• The importance of intangible assets in the 21st century economy: Brand orientation.

• Branding strategies.

• Branding in international markets: from exporting to acquiring local brands.

• International co-branding and brand migration processes.

• The economic-financial value of brands: valuation methods and their application.

• The effect of 'Made in Spain' on international brand management and strategy.

• The two-way relationship between the 'Spain Brand' and internationalised Spanish brands: analysis of recent empirical studies carried out by ICEX and the Leading Brands of Spain Forum.

• Benchmarking analysis of other Country Image programmes in countries within the Spanish competitive environment.

• Possible measures and actions to improve Spain's image abroad.

• General Index: 6 sessions

Session I: The importance of intangible assets

Session II: Phases of trademark creation

Session III: Branding strategies in the international sphere and the creation of international-global brands.

Session IV: The economic and financial value of brands

Session V: The Made in Spain effect in brand management

Session VI: The two-way relationship between the 'Spain Brand' and Spanish brands

# COMPETENCES

## Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO7 - To know the structure and functioning of the organisations and institutions that support companies' internationalisation.

CO8 - To know the main legal and fiscal aspects that directly or indirectly affect business internationalisation processes.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

## Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S7 - To manage software and statistical programmes for data recording and analysis.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

S9 - To manage a business internationalisation project and assume managerial responsibilities.

## **Competencias**

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals. .

C6 - To lead and develop international business negotiation processes.

## LEARNING PLAN

### Training activities

Type of activity	Hours	% On site
TA1.- Master classes	8	100
TA2.- Practical classes	5	100
TA3.- Individual and group work	15	0
TA4.- Tutorials	2	100
TA5.- Individual student work	20	0

### Teaching methods

The module will be based on the following methodological structure:

• Masterclasses based on mini case studies of Spanish and foreign companies.

• Audiovisual support for communication campaigns of Spanish brands abroad and cobranding of Spanish brands and country image of the Leading Brands of Spain Forum, as well as other reference countries (Germany, Colombia, Hong Kong, South Korea, etc.).

• Individual and/or group work on one of the proposed lines of research.

• Presentation and analysis of recent research carried out by the Leading Brands of Spain Forum-ICEX, the Elcano Royal Institute and other organisations working on Made in Spain and the Spain Brand.

• Student participation in class will be encouraged by means of continuous questions from the lecturer that provoke reflection and sharing of the topics analysed in each session.

### Learning outcomes

• To understand and analyse the perspective of international competitiveness from the point of view of intangible assets, and especially the branding of products and services, as well as the importance of the Country Brand; or Made in Effect;.

• To understand the process of brand valuation, both from a consumer perspective (Brand Equity) and from an economic-financial perspective (Financial Value).

• To be able to relate the bidirectional effect between Spanish brands, both commercial and corporate, with the Spain Brand, and to assess the synergies created between the made in / made by Spain; effect and the positioning of Spanish brands in international markets.

• To analyse the processes of brand migration and portfolio consolidation.



# EVALUATION

## Evaluation system

Students' final grades in the ordinary exam session will be determined on the basis of two (2) concepts: (I) the final exam (multiple-choice and open questions) and (II) an individual and/or group work (max. 4 students). The grade obtained may vary by +/- 10% depending on the student's participation and attitude during the course sessions.

1) The final exam with a multiple-choice test and two open questions will account for 75% of the final grade.

The written exam to assess the theoretical knowledge acquired by the student will consist of 25 multiple-choice questions with four answers per question, but only one valid answer; plus two essay questions on aspects covered in the module, one on branding strategy and issues and the other on Country Branding. The space for the questions to be answered will be half a sheet of A4 paper. The exam is worth 75% of the final grade, with the test being worth 50% of the final grade and the open questions worth 12.5% each. In the multiple-choice test, correct answers will be awarded 0.4 points. No points will be deducted for unanswered questions, and incorrect answers will lead to a deduction of 0.133 points. The duration of the exam is 45 minutes

Most of the answers will be derived directly from the documentation provided during the course (slides and articles) and/or from the explanations given in class by the lecturer. However, some may require a personal effort of reflection on the part of students and the application of their own judgement.

2) The individual or group work will consist of a short project on one of the following options: Brand audit and consolidation; international brand strategy for a Spanish company to be selected for this purpose; or the creation of a branding project in a commodities sector. The project/work is worth 25% of the final grade. Students must achieve a minimum mark of 3.75 points in the final exam (point 1 above) in order for the rest of the tests to be weighted in the final grade.

3) Student participation: maximum +/-10%.

The lecturer may increase or decrease the final grade achieved by up to +/- 10% according to the participation of each student, both quantitatively (number of interventions) and, mainly, qualitatively (timeliness and quality of interventions), as well as the attitude and attention given during the teaching sessions.

This concept cannot be reviewed at the exam and assignment review session. In the 2nd and subsequent exam sessions, 100% of the grade will depend exclusively on the exam. The type of examination may be a multiple-choice or essay type, oral, mixed or assignment. The student will be informed of the type(s) of test(s) in good time.

## FACULTY

### Coordinator/s

**Cerviño Fernández, Julio**

*Doctor en Ciencias Económicas y Empresariales.*

*Profesor titular - Area de Comercialización e Investigación de Mercados.*

*Universidad Carlos III de Madrid.*

### Lecturers

Professor responsible for the subject

## BIBLIOGRAPHY AND LINKS

### Bibliography

• PowerPoint presentation on the main points and phases of branding.

• Various reports on the creation of good brand names and branding projects/phases.

• Cerviño, J. and Baena, V. (2011): Gestión Estratégica de la Marca en el mundo del vino, Spanish Journal of Rural Development, Vol. II, no. 4, 2011, pp. 1- 17.

• Cerviño, J. and Baena, V. (2011): La Globalización de las Marcas y la Competitividad: Tendencias y Retos para las Marcas Españolas, Economía Industrial Magazine, issue 279, pp. 93-106.

• Douglas B. Holt, John A. Quelch, and Earl L. Taylor (2012): How Global Brands Compete, Harvard Business Review.

• McKinsey Quarterly (1997): Brand consolidation makes a lot of economic sense, no. 4.

• Salinas, Gabriela (2007): De la Jungla al Jardín del Edén; Buscando una medida confiable de valor de marca, MK + Sales, Issue 228, October, pp. 34-38.

• Yuval Atsmon, Jean-Frederic Kuentz, and Jeongmin Seong (2012): Building brands in emerging Markets, McKinsey Quarterly, September.

• (Optional) Interbrand and Millward Brown economic brand valuation reports (latest published).

• (Optional) ISO 10668. Brand Valuation. Requirements for monetary Brand valuation, First Edition, 2010.