

COURSE INSTRUCTOR

Andrew Harrison

SHORT BIOGRAPHY

An Invited Visiting Professor at Nova SBE, Andrew is also a Professor in Practice at Durham University Business School in UK, where he has taught as a Visiting Fellow since 2016.

Andrew has been based in Hong Kong since 2014 and is the owner of Invisible Thread Ltd, a specialist brand and marketing consultancy in HK. Prior to establishing his own company, Andrew worked for WPP (the world-leading marketing communications group) across Asia - most recently as principal for OgilvyRED brand strategy practice in Asia and before that in Ogilvy sister company, Brand Union, as Chief Operating Officer (COO) for Asia Pacific. He remains a director of FITCH Hong Kong, the leading retail and brand consultancy, now also part of WPP.

A leading brand marketer and experienced media CEO, His earlier career spans 17 years of C-suite experience as Marketing Director at world-leading multinational branded businesses (Nestle, Coca-Cola and P&G), 2 years as CEO of Muller, the leading UK/German dairy business and a further 7 years as a CEO in the UK commercial radio sector, gaining extensive knowledge of broadcast and digital media. He has helped found and sell four brand and media businesses over the last decade - in brand licensing, soft drinks, digital media and marketing consultancy - delivering exits to trade buyers or private equity.

Aside from his professorships in Portugal and UK, Andrew is a former UK Marketer of the year and is a fellow of the Chartered Institute of Marketing and the Marketing Society in UK.

<https://www.linkedin.com/in/andrewjharrison1/>

INSTITUTIONAL EMAIL

andrew.harrison@novasbe.pt

OFFICE HOURS

TBA

Scientific Area/Área Científica:	Gestão		
Frequency/Periodicidade:	Trimestral		
Number of Contact Hours/ Número Horas Contacto:			
(T) Teóricas/Theoretical:	0000:00	(TP) Teórico-Práticas/Theoretical-Practical:	0018:00
(P) Práticas/Practical:	0000:00	(OT) Orientação Tutorial/Tutorial Orientation:	0005:00
(PL) Práticas Laboratoriais/Practical Labs:	0000:00	(S) Seminário/Seminar:	0000:00
Horas Dedicadas/Dedicated Hours:	0075:00		
Total Horas/Total Hours:	0098:00		

PREREQUISITE(S) / PRÉ-REQUISITO(S)

NA

COURSE UNIT AIMS

The course will combine brand strategy and initial Asian market understanding to enable students to gain a contemporary insight into "Asian Brands". This course is especially relevant for those with knowledge or interest in marketing, through at least one previous course and/or work experience in marketing and/or a keen interest in business in Asia.

It will also be naturally complementary to those students who also elect to study Doing Business in China

COURSE UNIT CONTENT

The 6 modules over 6 weeks of the course will cover:

- The background to the extraordinary breadth and opportunity in Asia
- Asia: role today in social media and technological change
- Asian brand differentiation in one key sector - aviation
- Market study - Japan
- Market study - South Korea
- The Peninsula Hotel brand (Hongkong and Shanghai Hotels Limited)

Throughout the course, students will be exposed to a broad mix of case studies across different business sectors in different markets (inc tech, airlines, financial services, hospitality). This will also include the challenges for established brands in Asia (eg Suntory in Japan, DBS in Singapore), as well as for Asian start-ups looking to expand (eg Marou in Vietnam).

LEARNING OBJECTIVES

Upon completion of this course, students should be able to demonstrate a contemporary understanding of "Asian Brands".

1. In terms of **Knowledge and Understanding**, students are expected to understand the unique circumstances, challenges and opportunities of selected Asian brands and markets.
2. The **Subject-Specific Skills** learned in this course include considerations around the brand positioning, consumer targets and media choices of selected Asian brands, as well as an initial understanding of their home markets. Students will study and research into specific case studies. Students will also complete a 4 week research study into the European expansion of Hongkong and Shanghai Hotels Limited new Peninsula-branded hotels opening in each of London and Istanbul in 2022.
3. The **General Skills** expected to be developed include written and oral communication skills, interpersonal relations/teamwork and reflective/critical thinking.

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS

Students with a specific interest in Asia and /or brands and marketing should consider studying this unit. The 6 modules progress week-on-week to build an initial understanding of "Asian Brands":

- **The background to the extraordinary breadth and brand opportunity in Asia.** An introduction to *the scale, dynamism and velocity of Asian markets. Gain an immediate understanding of the breadth of business models from State Owned Enterprises in China (SOEs), to the tycoons in HK and the Chaebols of South Korea. Introduce the Asian consumer and the inter-connected trading relationships of ASEAN, TPP and Belt & Road. Understand and contrast the hub roles of Hong Kong and Singapore. This module will then review two contrasting brand case studies in a developed and emerging market: DBS bank in Singapore and Marou chocolate in Vietnam.*

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- **Asia: role today in social media and technological change** . *Assess Asian technological leadership in selected digital sectors (including social media/online/ecommerce); analyse the strengths of key social platforms (Wechat in China, KakaoTalk in Korea, Line in Japan); Assess the growth, importance, regulation and future success of global internet giants BBAT in China (Baidu, ByteDance, Alibaba, TenCent). Understand and compare to FAANG (Facebook, Apple, Amazon, Google, Netflix) in the West.*
 - **Asian brand differentiation in one key sector - aviation.** *Understand the different brand models between flagship national carriers (Cathay Pacific and Singapore Airlines), regional budget carriers (Air Asia, Scoot, VietJet) and the rise of regional Chinese airlines. This module will cover two related case studies: Scoot in Singapore and China Eastern Airlines in Shanghai .*
 - **Market Study - Japan.** *Gain an initial understanding of market dynamics and brand approaches in Japan. This module will study two specific contrasting case studies from different sectors - one traditional and one contemporary - Suntory Whisky and Uniqlo, the leading fashion retailer.*
 - **Market Study - South Korea.** *Gain an initial understanding of market dynamics and brand approaches in South Korea. This module will study two specific contrasting case studies from different sectors - one a traditional Chaebol (Samsung) and one a contemporary cultural phenomenon, K-Pop group Big Hit Entertainment*
 - **The Peninsula Hotel brand, Hongkong & Shanghai Hotels (HSH) - case study project.** *Group case study and presentations on the background, strategy and European expansion plans of HSH, with support from the Director of Innovation at HSH, based in Hong Kong.*

TEACHING AND LEARNING METHODS

The course will use a mixture of background reading, contemporary articles, videos and case studies.

Each of the 6 modules will be for one week, with each class being 1.5 hours, 2 times/week.

Each class will typically comprise three parts: c.30 mins lecture format (introduction to the topic, key points etc), c.50-55 mins case study/class discussion, c.5-10 mins prep and introduction for next class topic.

A class register will be used to select students for group or individual discussion of answers to case studies to ensure all students contribute to group learning and all are able to be assessed for class contribution.

The case studies to be discussed in class will typically be in two formats:

- A. Provided to students *in advance* as an assignment. Students will prepare Q&A based on the assignment to be raised and discussed in class.
- B. Read by students *in situ* in class to which a list of questions will be appended. The students will be divided in class into equal groups and each group will prepare to answer/discuss one of the questions listed and to which other class students will contribute opinions - all to be moderated by the lecturer, with key discussion points captured and highlighted.

The final week module will follow a different format and will comprise 8 presentations (assuming 8 groups of 5 students x 15 minutes each) on the European expansion plans for Hongkong and Shanghai Hotels Limited (HSH) - prepared over the previous 4 weeks of the course and delivered to the class. These presentations should demonstrate understanding of the company positioning and strategy, as well as outline brand opportunities, challenges and implications for future growth based on the course content delivered.

DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNING OBJECTIVES

A variety of teaching and learning methods will be used in this course: lectures and case study discussion, as well as group presentations. As a consequence, knowledge as well as general and subject-specific skills will be developed.

DEMONSTRAÇÃO DA COERÊNCIA DAS METODOLOGIAS DE ENSINO COM OS OBJETIVOS DE APRENDIZAGEM DA UNIDADE CURRICULAR [PT]

ASSESSMENT

50% of the total assessment will be on individual contribution and 50% on group contributions

- **20% Weekly Case Study Groups** class participation (inc preparation, questions, answers)
- **30% HSH case report and presentation** (inc preparation, presentation, delivery, Q&A)
- **15% Individual Peer Evaluation** on group participation (inc questions, answers, engagement, attendance)
- **35% Individual Exam** (mandatory). The exam will cover several topics from the course material

HSH report and Group Presentation:

The HSH report allows you to apply the learning from the lectures to one of Greater China's leading hotel brands: Peninsula - as well as to improve your analytical, communication and team-work skills.

- Each group must do 1 case study report on HSH group (including their European expansion plans) for evaluation and presentation in class. **A report in powerpoint of 15 pages (max) is expected to be uploaded on Moodle before the start of the final week of the course. This is worth 25% of the marks.** Reports not delivered in time will not be graded.
- Each group will additionally have a 15 minute class presentation (not more!) and discussion. This should include a shortened presentation deck (max 5 pages) and Q&A. This is worth 5%.

BIBLIOGRAPHY

Kapferer, Jean-Noël, The New Strategic Brand Management, 5th edition, 2012, Kogan Page (Essential)

Keller, Kevin Lane & APERIA, Tony & GEORGSON, Mats, Strategic Brand Management, A European perspective, 2nd Edition, 2012, Prentice Hall

Kroeber, Arthur (2016), China's Economy: What Everyone Needs to Know, ISBN-13: 978-0190239039

Martin, Jacques (2012), When China Rules the World: The End of the Western World and the Birth of a New Global Order: Second Edition
publ : Penguin Books ISBN-10: 0143118005, ISBN-13: 978-0143118008

Shambaugh, David (2013), China goes global, Publ. Oxford University Press : ISBN-13: 978-0199860142; ISBN-10: 0199860149

Shambaugh, David (ed) (2012), Charting China's Future, publ. Routledge ISBN: 9780203817421

Breslin, Shaun (2013), China and the global political economy publ. Palgrave Macmillan ISBN 978-1-137-35520-1

Sharp, Byron. How brands grow, Part 1, 2010, Oxford University Press

Sharp, Byron & ROMANIUK, Jenni. How brands grow, Part 2, 2016, Oxford University Press.

Whitler, Kimberly (2019), What Western Marketers Can Learn from China, Harvard Business Review Magazine, May 2019

ADDITIONAL INFORMATION

Course power point slides will be available on the Moodle Course Page before each class;

Additional Material [Readings, Practical cases] will be available ad hoc on the same Platform.

The course will utilise the following case studies from the HBS database. Only 1 case study per week will require preparation:

China Eastern: World Class Dream W19681

Tik Tok: Rise to Global Markets W19666

WeChat: A Global Platform 615049

Vietnam: A Concise Profile 2020 INS816

Marou: Producing High end chocolate from bean to bar in Vietnam HEC252

Scout: Singapore Airlines Low Cost carrier Strategy SM321

DBS: Digital Transformation to best bank in the World SMU816

Uniqlo: A supply chain going global HK1085

Suntory: Rebranding the Japanese Whisky Highball W20199

Korea 715047

South Korea: A Concise Profile 2020 INS814

Big heat Entertainment; K Pop goes global 520125