B 8621-001: MANAGING BRANDS, IDENTITY & EXPERIENCE
Fall Term 2015 - As of October 30

Dates: Mondays, Full Term, January 27 – May 1
Times: 5:45pm-9:00pm
Room: WJW 208

Instructor
Professor Bernd H. Schmitt
510 Uris Hall
bhs1@columbia.edu

Teaching Assistant
TBD

Course Editor
Gabriela Torres Patiño
gt2254@columbia.edu

METHOD OF EVALUATION

Individual class and case study participation 20%
Individual written assignments 30%
Brand Retail Tour group project 10%
In-class exercise group projects 10%
Project presentation I 10%
Project presentation II 20%

No final. No midterm.
Given the nature of the course, you will be graded on your strategic analysis as well as your creativity.

REQUIRED READINGS *Subject to change

Books:

Coursepack readings: case studies and articles:
• CASE: SAP—Building a Leading Technology Brand
• CASE: Lenovo—Building a Global Brand
• CASE: Samsung’s Next Frontier
• Think with Google, Brand Building in the Digital Age*
• Think with Google, Brand Building in a Digital Age with Andrew Keller*
• Think with Google, Brand Building in a Digital Age with John Battelle*
• Think with Google, Brand Building in a Digital Age with Gareth Kay*
• Bernd Schmitt, Corporate and Brand Expressions
• John Colapinto, Famous Names: Does it Matter What a Product is Called? (The New Yorker)
• David Aaker, The Brand Relationship Spectrum
• Hayes Roth, The Challenge of the Global Brand
• Yuval Atsmo, Jean-Frederic Kuentz, Jeongmin Seong, Building Brands in Emerging Markets
• Schumpeter, The Emerging Brand Battle (The Economist)
• The Latin American Consumer of 2020 (Americas Market Intelligence)
• David Rogers, The Customer Network Revolution
• Gabriela Salinas, The Concept and Relevance of Brand
• Christian Madsbjerg, Mikkel Rasmussen, An Anthropologist Walks into a Bar… (Harvard Business Review)*
• Erik Brynjolfsson and Andrew McAfee, The Big Data Boom Is the Innovation Story of Our Time (The Atlantic)*
• Carlos Torelli, Brands and the fulfillment of cultural-identity needs
• Glyn Atwal, Alistar Williams, Luxury brand marketing – The experience is Everything!
• Alan Bergstrom, Dannielle Blumenthal, Scott Crothers, Why Internal Branding Matters: The Case of Saab
• Melissa Gray, Company Removes ‘Rape’ Shirt Listed on Amazon (CNN)
• Simon Rushton, Nike’s Bullet Ad with Pistorius Backfires (CNN)

Recommended classics (for your own background, if interested):

Select academic articles by the instructor
CONNECTION WITH THE CORE

The learning in this course will utilize, build on and extend concepts covered in the following core courses:

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>1. Innovation</td>
</tr>
<tr>
<td></td>
<td>2. Sales Promotions</td>
</tr>
<tr>
<td></td>
<td>3. Integrated marketing communications</td>
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<td></td>
<td>4. Customer Analysis</td>
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<td>5. Competitive Analysis</td>
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<td></td>
<td>6. Branding</td>
</tr>
<tr>
<td></td>
<td>7. Market Penetration &amp; Marketing Strategy</td>
</tr>
</tbody>
</table>

Students will be expected to have mastered these concepts and be able to apply them in the course.

COURSE DESCRIPTION

Great brands stand for many different things in the minds of customers. But they all succeed in generating consumer interest, loyalty, even passion… and enormous value for the companies that manage them.

Our focus is on strategic and creative management of brands. We will examine how innovative managers create brands that connect with customers by studying customer lifestyles, tapping into cultural meanings, managing customer experiences, and executing brand strategies across touchpoints—from naming and visual identity to advertising, new media, retail, packaging, product innovation, and service. We will also touch upon brand valuation and analytics, but these topics are covered in more depth in other classes.

Class sessions will combine case studies, practical management tools, industry speaker perspectives, and group exercises.

Students are evaluated for their ability to master new concepts, think strategically, and generate truly creative solutions to everyday branding challenges.

COURSE OBJECTIVES

The objective of the course is to familiarize you with

- The creative and strategic nature of branding
- Practical frameworks for managing a brand and experience project
- Tools for implementing a brand strategy in visual identity, communications and new media

The course will be useful for managing a brand and experience focused consulting projects, and to position or reposition a brand as a brand manager in various industries (e.g., consumer goods, services, and technology).

CONDUCT POLICIES

You are expected to attend all class sessions, actively participate in discussions and assignment, complete assignments, and follow the honor code.
INDIVIDUAL WRITTEN ASSIGNMENTS – 30% of grade

There will be three short individual assignments (Type C) given to you during the week to allow you to utilize the concepts you have learned as part of a written analysis.

Content details about each of these projects will be supplied in class.

10% Assignment one – due on Monday, October 6
10% Assignment two – due on Monday, October 27
10% Assignment three – due on Monday, November 24

You must turn in a printed copy of your paper at the start of class and upload your assignment to Canvas to ensure submission.

IN-CLASS GROUP PROJECTS – 10% of grade

You will do in-class group projects (Type A) during the semester. Details about each of these projects will be supplied in class.

10% - Brand Retail Visits
5% - Repositioning Exercise (Mood Boards)
5% - Brands in Crisis Exercise

As part of the Brand Retail Visits, you will analyze and judge various retail outlets and present your analysis in class. All Brand Retail Visits presentation decks must be sent to Gabriela Torres Patiño by 9:00am on the day of presentation.

Include the name of your group and the names of each of your team members in the deck itself.

If your files are large, upload them to an FTP site (i.e. box.com, yousendit.com, etc.). Remember to send Gabriela an “invite” to download.

FINAL PROJECT PRESENTATIONS – 30% of GRADE

You will do a group project (Type A) on a struggling brand of your choice. The project will include two presentations:

Part I (10%): ANALYSIS: What is the main challenge the brand is facing? How can you support the challenge with data? Why is the brand facing that challenge? What are some preliminary thoughts on how to approach the brand’s challenge(s)?

Part II (20%) – RECOMMENDATIONS: Present your group’s strategy to turn around the struggling brand of your choice. Present your proposed plan of action, providing examples of implementation.

All presentation decks must be sent to Gabriela Torres Patiño by 9:00am on the day of presentation.

If your files are large, you may upload them to an FTP site (i.e. box.com, yousendit.com, etc.). Remember to send Gabriela an “invite” to download.
INDIVIDUAL CLASS AND CASE STUDY PARTICIPATION – 20% of grade

You will be evaluated on the quality of your class participation, including lecture discussions, case study discussions, and quick and short exercises in class. Attendance is of course also taken into consideration.

ASSIGNMENT TYPES

<table>
<thead>
<tr>
<th>Type</th>
<th>Designation</th>
<th>Discussion of concepts</th>
<th>Preparation of submission</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>group/group</td>
<td>Permitted with designated group</td>
<td>By group</td>
<td>Same grade for each member of the group</td>
</tr>
<tr>
<td>B</td>
<td>group/individual</td>
<td>Permitted with designated group</td>
<td>Individually (No sharing of any portion of the submission.)</td>
<td>Individual</td>
</tr>
<tr>
<td>C</td>
<td>individual/individual</td>
<td>None of any kind</td>
<td>Individually</td>
<td>Individual</td>
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COURSE SCHEDULE