B 8621-001: MANAGING BRANDS, IDENTITY & EXPERIENCE  
Spring Term 2017

Dates: Mondays, Full Term, Session 1: January 24 → Session 12: April 28 (EXCEPT Class 1 which will be held on a Friday)
Times: 5:45pm-9:00pm
Room: Uris 330

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

Teaching Assistant  
TBC

Course Editor  
Kelly Larnach  
KL2758@gsb.columbia.edu

METHOD OF EVALUATION

Individual class and case study participation 15%
Individual written assignments 30%
Brand Retail Tour group project 10%
In-class exercise group projects 15%
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

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

• The Economist – Marketing, What are brands for?
• 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
• Glyn Atwal, Alistar Williams, Luxury brand marketing – The Experience is Everything!
• David Rogers, The Customer Network Revolution
• 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
• 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)
• Gabriela Salinas, The Concept and Relevance of Brand
• Hayes Roth, The Challenge of the Global Brand
• Yuval Atsmon, Jean-Frederic Kuentz, Jeongmin Seong, Building Brands in Emerging Markets
• Schumpeter, The Emerging Brand Battle (The Economist)
• Carlos Torelli, Brands and the fulfillment of cultural-identity needs
• The Latin American Consumer of 2020 (Americas Market Intelligence)
• Erik Brynjolfsson and Andrew McAfee, The Big Data Boom Is the Innovation Story of Our Time (The Atlantic)

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>
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<tbody>
<tr>
<td>Marketing</td>
<td>1. Innovation</td>
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<td>2. Integrated marketing communications</td>
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<td>3. Customer Analysis</td>
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<td>4. Competitive Analysis</td>
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<td>5. Branding</td>
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<td>6. Market Penetration &amp; Marketing Strategy</td>
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</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 lectures, case studies, industry speaker perspectives, and group exercises.

The course will be providing an integrated brand-management model. The concepts and tools of this six-step model will be presented and discussed in various class session. Students will apply the model as part of Part I of their final group presentation.

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.

This course adheres to Columbia core culture. Students are expected to be:

Present:
- On time and present for every session
- Attendance tracked

Prepared:
- Complete pre-work needed, expect cold calling
- Bring nameplates and clickers

Participating:
- Constructive participation expected and part of grade
- No electronic devices unless explicitly called for by the instructor

INDIVIDUAL WRITTEN ASSIGNMENTS – 30% of grade

There will be three short individual assignments (Type C) given to you during the semester 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 1 – due February 13
10% Assignment 2 – due February 27
10% Assignment 3 – due April 3

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 – 25% 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
7.5% - Brands in Crisis Exercise
7.5% - Repositioning Exercise (Mood Boards)

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 uploaded to Canvas 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 the TA 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. Include your proposed plan of action, providing examples of implementation. In doing so, please use the six-steps of the Brand Wheel studied in class.

All presentation decks must be **uploaded to Canvas 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 the TA an “invite” to download.

**INDIVIDUAL CLASS AND CASE STUDY PARTICIPATION – 15% 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>
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<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>
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<td>B</td>
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<td>C</td>
<td>individual/individual</td>
<td>None of any kind</td>
<td>Individually</td>
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<td>COURSE SCHEDULE</td>
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<td><strong>JANUARY 2016</strong></td>
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| **Class 1:** January 27  
(brand in Life and Business)  
(Note: this is a Friday)  
| **Class 2:** January 30  
(brand planning and identity)  
| **Class 3:** February 6  
(brand valuation and portfolio)  
| **Class 4:** February 13  
(Design and luxury branding)  
| (a) Brands that make us happy  
(b) Brand Value  
(c) Case: SAP Part A - Building a Leading Technology Brand  
| (a) Brand Wheel 1: Brand Planning  
(b) Brand Wheel 2: Brand Identity  
| (a) Brand Valuation  
*Speaker TBC*  
(b) Brand Wheel 3: Brand Portfolio  
(c) Lenovo Case  
| (a) Design Lecture  
*Speaker TBC*  
(b) Luxury Branding  
| **DUE:**  
**Written Assignment 1** |
| **FEBRUARY 2016** |
| **Class 5:** February 20  
(Brand Experience)  
| **Class 6:** February 27  
(Brand Execution: Retailing and Ads)  
| **March 6 Study Day**  
| **March 13 Spring Break**  
| (a) Brand Wheel 4: Brand Experience  
(b) Case: Samsung’s Next Frontier  
| (a) Retail Tour  
(b) Outdoor Ads  
| **No Class**  
| **No Class**  
| **DUE:**  
**Written Assignment 2** |
| **MARCH 2015** |
| **Class 7:** March 20  
(Brand Execution & Global Branding)  
| **Class 8:** March 27  
(Digital Marketing & Group Presentations)  
| **Class 9:** April 3  
(Brand in the Organization)  
| **Class 10:** April 10  
(Customer Insight)  
| (a) Retail Visits Presentations  
(b) Brand Wheel 5: Brand Execution  
(c) Global Branding  
| (a) Digital Marketing  
*Speaker TBC*  
(c) Final Project Group Presentations: Part 1 - Analysis  
| (a) Brand Wheel 6: Brand in the Organization  
| (a) Customer Insight  
| In-class Exercise: Repositioning (Mood Boards)  
| **DUE:**  
**Written Assignment 3** |
| **APRIL 2015** |
| **Class 11:** April 17  
(The Future)  
| **Class 12:** April 24  
(Final Presentations)  
| (a) The future of brands, technology and business  
| Final Project Group Presentations: Part 2 - Recommendations  
| **DUE:**  
**Written Assignment 3**  
| **DUE:**  
**Written Assignment 3** |

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<thead>
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<th>Class 1: January 27</th>
<th><strong>Brands in Life and Business</strong></th>
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<td>SAP: Building a leading technology brand (Part A)</td>
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<td><strong>Brand Execution: Retailing and ads</strong></td>
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<td>Schmitt, <em>Customer Experience Management</em>, Chapters 6-8</td>
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<td><strong>Brand in the Organization</strong></td>
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