**Brand Management in the 21st Century**: EMBA Fall 2016. Provisional: subject to change.

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Feel free to email me anytime or text/call during daytime hours.

**Provisional Syllabus**

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|  |  | Topic | Reading/Assignments |
| Week 1 | Course Introduction: Assess the Landscape | Basics of Brand Management  **Prepare:** Come prepared with examples of brands that are well-marketed/not well-marketed | |
| Week 2 | Assess the Landscape | Category Evaluation | **One Page Assignment:** Ikea invades America  **Read:** Marketing Success Through Differentiation--of Anything by Theodore Levitt. (Will send out). |
| Competitive Dynamics | **One Page Assignment:** Nestle in 2008 |
| Week 3 | The “Who” | Consumer Segmentation | **One Page Assignment:** Black and Decker Case Study |
|  | **One Page Assignment:** Barco Case Study |
| Week 4 | The “Who” | Segmentation and Targeting | **One Page Assignment:** Starbucks: Delivering Customer Service |
|  | **One Page Assignment:** Lululemon Athletica |
| Week 5 | The “What” | Commercial and Innovation Strategy | **One Page Assignment:** Cialis Case Study: Getting Ready to Market  Introduce brand equity tool |
|  | **One Page Assignment:** Snapple |
| Week 6 | The “What” | Brand Positioning | **One Page Assignment:** Dove: Evolution of a Brand |
|  | **One Page Assignment:** Aqualisa Quartz: Simply a Better Shower |
| Week 7 | Mid-Term Check In | **Prepare and Present:** Brand Management Project Check-In | |
| Week 8 | The “What” | Retail Strategy | **One Page Assignment:** JC Penney |
| Pricing | **One Page Assignment:** Virgin Mobile USA: Pricing for the Very First Time |
| Week 9 | The “How” | Communication and Execution | **One Page Assignment:** Mini-USA: Finding a New Advertising Agency |
|  | **One Page Assignment:** Disney Consumer Products: Marketing Nutrition to Children |
| Week 10 | The “How” Communication in Mass and Interactive Environments | The “How” Communication in Mass and Interactive Environments | **One Page Assignment:** Coca-Cola Liquid and Linked  **Watch:** Wendy Clark, Liquid and Linked Marketing Presentation (Youtube June 4, 2013)  **Watch:** Bob Hoffman, The Golden Age of Bullsh\*t (Youtube April 10, 2014) |
|  | **One Page Assignment:** Crescent Pure Case Study |
| Week 11 | The “How” | Interactive Marketing, Social Media, and CRM | **One Page Assignment:** [Sephora Direct Case Study: Investing in Social Media, Video, and Mobile](https://hbr.org/product/sephora-direct-investing-in-social-media-video-and-mobile/511137-PDF-ENG). |
|  | **One Page Assignment:** Accor: Strengthening the Brand with Digital Marketing |
| Week 12 |  | **Prepare and Present:** Brand Management Project Presentations | |

Recommended Weekly Reading: Adweek, CMO Today at WSJ.

Assignments/Grade Break Down:

* One Page Assignments: 20%. Most classes you are asked to turn in a write up on one of two cases discussed in that session. You are still responsible to prepare the other case for discussion. Each assignment should be one single spaced page written up to the best of your ability according to the framework of the course:
  + **Landscape**:Assess category and competitive dynamics
  + **Who:** Consumer Target and Segmentation
  + **What:** Product assortment strategy
  + **How:** Communication/retail strategy
  + **Strategic Recommendation:** Given the above, what should the strategy be going forward?

Cases will be graded according to “Complete” (10 pts.) “Incomplete” (7 pts.) or “Non-Existent” (0 pts.) I anticipate that everyone in the class should get “Completes” on all cases with moderate effort. I will share individual feedback with those who get incompletes or with those who specifically request it.

* Participation: 20% Expectations are that you will come to each class prepared for discussion and that you can respond adequately to both “warm” and “cold” calling. This class has a no electronic device policy except where specifically called for. If you need to use your device for academic reasons, please speak to me before class. Roll will be taken and 100% attendance is expected—exceptions may be given for extraordinary circumstances, but you must notify me/our TA and don’t push your luck. You also need to carry your weight on your team to get full credit for the Brand Management Project.
* Mid-Term Check In: 20%. (Week 7) Opportunity to make sure you and your group are on track for your class project. You will be expected to make a 10 minute presentation during the second hour of class where you provide an overview of the brand you have selected: category, consumer target, product strategy, and communication/retail strategy. An important part of assessing retail strategy will be store visits and on-line assessment. **Make sure that you are a member of a 2-3 person group by the end of Week 1.**
* Final Brand Management Project: 40% (Week 12)
  + Assume that your team manages a brand of your choice. This should not be a brand that any team member has worked on in a professional capacity. Assess category and competitive dynamics (landscape), consumer target (who), product assortment and innovation strategy (what), and communication/retail strategy (how). Make concrete and actionable recommendations as to how to best drive growth in the next 2-3 years. Ensure that the brand’s digital strategy is an important part of your recommendation, but don’t ignore other significant aspects of the business.
  + Remember to use all relevant tools from the class, and include pricing strategy, incremental opportunity, and size of prize in your analysis. Also remember that you need to emphasize a new emphasis or change in direction—not just report on something the company is already doing. Please assess the risks of your plan and what steps you could take to mitigate them.
  + This should be a 15 minute Power Point presentation which will be uploaded to Canvas prior to the first class. Additionally, each class member should email me separately a list of the names of students in their respective group and the % each student contributed to the project—this is only necessary if you feel that members of the group are not contributing equally. I expect that each student does his/her fair share, but I will adjust grades if it is obvious that someone wasn’t providing the necessary support.